

Introduction

This document presents a collection of **18 Good Practices** on the inclusion of Special Needs (SN) and mentally vulnerable people in the labour market, developed within the framework of the **UPWORK project – Upskilling Mentally Vulnerable People**. The examples were collected and analysed by the project partners from **Greece, Italy, Spain, Denmark, and Poland**, with **three practices contributed by each organisation**.

Each good practice illustrates concrete, proven methods for promoting the social and professional integration of people with disabilities or psychosocial vulnerabilities across diverse sectors — from hospitality and retail to agriculture and education. They demonstrate how collaboration between employers, VET providers, NGOs, and public authorities can turn inclusion into a sustainable reality.

Together, these practices highlight that inclusive employment is not only a social responsibility but also a driver of innovation, motivation, and long-term business value. The models presented here can serve as transferable references for organisations, training centres, and employers seeking to strengthen workplace inclusion throughout Europe.

Best Practice #1

1. Title of practice

Inklusionsbetrieb – Café-Restaurant Das Café im Raimundhof (Vienna)

2. Country / region

Austria – Vienna

3. Name of organization(s) involved

Das Café im Raimundhof (employer)

ÖAR – Österreichische Arbeitsgemeinschaft für Rehabilitation (support services)

Berufsausbildungsassistenz Wien (VET and workplace training provider)

AMS Wien (Public Employment Service)

4. List all relevant partners: employer, VET provider, support services, etc.

5. Sector

Catering (waiter, kitchen, cleaning)

6. Target group

People with intellectual and/or physical disabilities seeking professional integration in the catering sector.

7. Short description (max 150 words)

Das Café im Raimundhof is a social inclusion enterprise located in the heart of Vienna. The establishment actively employs people with disabilities in various

roles such as waiters, kitchen assistants and cleaners, offering adapted working conditions and ongoing training support. Thanks to cooperation with vocational training institutions and employment support services, employees receive on-the-job training, coaching and mentoring. The environment is designed to be accessible and promote full participation. The project aims to demonstrate that inclusion is possible and beneficial even in highly public-facing sectors such as the restaurant industry.

8. Communication/engagement strategy used

Café im Raimundhof has an integrated communication strategy aimed at raising awareness and engaging the community: Inclusive and accessible communication: information material (menus, signs, website) is available in simple language and, in part, also in Braille or audio.

Social storytelling: through social media and articles in local newspapers, the stories of employees are told, showing the positive impact of inclusion.

Events open to the public: the venue regularly organizes cultural events and theme days to encourage interaction between customers and staff.

Collaboration with schools and institutions: guided tours, internships and workshops are offered for students and social workers.

Customer training: the staff welcomes customers with an informative and open approach, promoting a culture of acceptance.

9. Outcomes and impact

Stable employment: over 15 people with disabilities employed on regular contracts, in a professional and protected environment.

Personal growth: improved self-esteem, autonomy and social skills of employees.

Change of perception: increased awareness in the local community about the capabilities of people with disabilities.

Example for others: the project has inspired similar initiatives in Austria and Germany.

Economic and social sustainability: the restaurant is a functioning business and at the same time an ethical model of social enterprise.

10. Transferability

The model is highly transferable to other European contexts and countries thanks to:

Replicable structure: it can be adapted to urban or rural contexts with catering or hospitality activities.

Flexible requirements: it can also work on a small scale, in small cafeterias, school or social canteens.

Interinstitutional collaboration: it requires the involvement of employers, social services and vocational training centers.

Initial support: initial financial support from public bodies or European programs (e.g. Erasmus+, ESF) is essential.

11. Supporting links or media (optional)

- [ÖAR – Österreichische Arbeitsgemeinschaft für Rehabilitation](#)
- BIZEPS – Zentrum für Selbstbestimmtes Leben

Best Practice #2

1. Title of practice

Kaviareň Radnička – Inclusive Employment in Hospitality

2. Country / region

Slovakia – Bratislava

3. Name of organization(s) involved

List all relevant partners: employer, VET provider, support services, etc.

Radnička Café / Kaviareň Radnička (promoter and employer)

Združenie na pomoc ľuďom s mentálnym postihnutím v SR (ZPMP v SR) –
Slovak Association for People with Intellectual Disabilities

Bratislava City Council – Staré Mesto (institutional and logistical support)

Ministry of Labour, Social Affairs and Family of the Slovak Republic
(regulatory support)

4. Sector

Hospitality and catering

5. Target group

Young and adult people with intellectual disabilities or psychosocial disabilities, excluded from the traditional labor market.

6. Short description (max 150 words)

Kaviareň Radnička is a café located in the historical centre of Bratislava, run by people with intellectual disabilities supported by professionals in the sector. Founded as a social enterprise, it aims to offer concrete opportunities for dignified and educational work for people with disabilities, in a welcoming and community-integrated environment. Workers participate in daily activities such as making coffee, serving tables, cleaning and welcoming customers, always with personalized tutoring. The project demonstrates how it is possible to combine social inclusion and quality of service, also contributing to changing public perception of disability.

7. Implementation details

- Workers with disabilities are trained through personalized on-the-job learning paths.*
- Each worker has a mentor or tutor who assists them in their daily tasks*
- The structure is accessible and adapted to individual needs.*
- The collaboration with ZPMP guarantees constant psychological and pedagogical support.*
- The initiative is supported by public funds and private donations.*

8. Communication/engagement strategy used

Positive and normalizing communication: promotional materials show employees at work in a professional manner.

Active social media (Facebook, Instagram) with constant updates and personal stories.

Public and cultural events organized inside the café, with invitations to citizens.

Collaboration with schools, universities and NGOs for internships and information days.

Media coverage in local and national newspapers to promote the initiative as a model of success.

9. Outcomes and impact

- a. *Stable inclusion of over 10 people with intellectual disabilities in the labor market.*
- b. *Increased personal autonomy, relational and professional skills.*
- c. *Greater social acceptance and visibility of people with disabilities.*
- d. *Recognition by the municipality as a good city practice.*
- e. *Development of a sense of community around the project, even among regular customers.”*

10. Transferability

The Café Radnička model is easily replicable, especially in urban contexts, thanks to:

Low initial investment if supported by local authorities or social funds.

Collaboration with disability associations that offer expertise and qualified staff.

Possibility of adapting the format (bar, café, small restaurant) even in small communities.

Demonstrated replicability: the model has inspired other similar projects in Slovakia and abroad.

11. Supporting links or media (optional)

[Facebook ufficiale – Kaviareň Radnička](#)

- Article: “Radnička: A café where people with disabilities thrive” – *The Slovak Spectator*
- [ZPMP – Slovak Association for People with Intellectual Disabilities](#)

Best Practice #3

1. Title of practice

Social Enterprise “Kmetija in Kavarna Sožitje” – Zavod Sožitje

2. Country / region

Slovenia – Regione di Ljubljana

3. Name of organization(s) involved

List all relevant partners: employer, VET provider, support services, etc.

Zavod Sožitje (promoter and manager of social business)

Občina Ljubljana (Municipality of Ljubljana, institutional support)

Zavod Republike Slovenije za zaposlovanje (Employment Service Slovenia) (co-financing and job orientation)

Ministrstvo za delo, družino, socialne zadeve in enake možnosti (Ministry of Labour, structural funds)

Lokalne šole in izobraževalne institucije (internships and training courses)

4. Sector

Hospitality & Catering – educational farm, cafeteria, light catering

5. Target group

Adults with intellectual and/or physical disabilities interested in a job placement path in a protected but professional context..

6. Short description (max 150 words)

“Kmetija in Kavarna Sožitje” is a social enterprise that combines an educational farm, a café and a small restaurant on the outskirts of Ljubljana. The project offers participants with disabilities practical on-the-job training in agricultural activities (harvesting, preparation of 0 km products) and in dining and kitchen services. Through a “supported employment” approach, each person receives an individual tutor and participates in workshops on transversal skills (team-working, safety at work, customer reception). The aim is to create an inclusive, economically sustainable and community-friendly working environment..

7. Implementation details

Recruitment and selection: collaboration with social services and the Employment Service to identify candidates.

Initial training: theoretical-practical course on hygiene, safety, customer care.

Personalized tutoring: each worker has a job coach who supports them during the first 3-6 months.

Job rotation: to try out different roles (garden, kitchen, dining room).

Continuous evaluation: monthly meetings to monitor progress and adapt the training path.

8. Communication/engagement strategy used

- a. *Storytelling on social media (Facebook, Instagram): “a giornata con...” videos to introduce people and their work.*
- b. *Monthly open days: free guided tours for schools, families and associations.*
- c. *Collaboration with local media: articles in regional newspapers and TV columns on the social enterprise model.*
- d. *Quarterly newsletter: updates stakeholders, donors and the community on the results achieved..*

9. Outcomes and impact

- a. *Stable placement of 12 people with disabilities in permanent roles or apprenticeships.*
- b. *Development of technical skills (gardening, cooking, service) and transversal skills (language, autonomy).*
- c. *Increase in social business turnover by 25% in two years, ensuring sustainability.*
- d. *Improved public perception: +40% of local customers compared to the first year of activity.*
- e. *Consolidated collaborative networks with schools and institutions, which now recognize the Sožitje model as best practice.”*

10. Transferability

Replicable model in rural and urban contexts: a small agricultural space or a neighborhood venue is enough.

Key partnerships: social enterprise + Employment Service + Ministry + schools.

Limited investment: European/EURES co-financing and local contributions.

Operational guidance: Zavod Sožitje has published an internal manual “Sožitje Social Business Toolkit” available upon request.

11. Supporting links or media (optional)

Official website Zavod Sožitje: <https://www.sozitje.org>

YouTube video: “A day at Sožitje Farm & Café”

Facebook: <https://www.facebook.com/sozitje>

Toolkit manual (PDF): available upon request at info@sozitje.org

Best Practice #4

1. Title of practice

65 Degrees – Inclusive and sustainable gastronomy in Brussels

2. Country / region

Belgium

3. Name of organization(s) involved

List all relevant partners: employer, VET provider, support services, etc.

4. Sector

Hospitality and catering

5. Target group

People with intellectual disabilities, including young adults with cognitive challenges such as Down's Syndrome, autism, and other mild to moderate mental disabilities, seeking stable and meaningful employment in the hospitality industry.

6. Short description (max 150 words)

65 Degrees is a unique restaurant in Brussels that combines sustainable cuisine with social inclusion by employing individuals with intellectual disabilities. The initiative aims to provide meaningful employment opportunities to these individuals, integrating them into the mainstream labor market while promoting environmentally friendly gastronomy. Employees are trained to work in various roles, including kitchen, service, and customer interaction, enabling them to develop valuable skills. The restaurant not only highlights the potential of individuals with disabilities but also promotes sustainable practices in the food industry, making it a model for inclusive and environmentally conscious business.

7. Implementation details

a. 65 Degrés was established in March 2018 as a permanent initiative in Brussels. The restaurant is managed daily by a team of chefs and front-of-house staff, supported by four volunteer partners with diverse expertise in disability integration and business management. The initiative employs 11 young individuals with mild to moderate mental disabilities, such as Down's Syndrome and autism, providing them with roles in both the kitchen and dining areas. Key stakeholders include the restaurant management, local disability organizations like ASBL Vivre et Grandir and ASBL Diversicom, and local authorities that recognize and support the initiative as a model of inclusive employment.

8. Communication/engagement strategy used

a. 65 Degrees has promoted its inclusive mission through local media coverage, social media campaigns, and partnerships with disability organizations, which help identify and prepare suitable candidates. Inclusion is framed as a core value, emphasizing the ability of individuals with disabilities to excel in a professional setting when given proper support. The restaurant also highlights the positive impact of inclusive employment on the community and the value of sustainability in its culinary practices.

9. Outcomes and impact

- a. Since its inception, 65 Degrés has successfully employed 11 individuals with intellectual disabilities, offering them stable and meaningful employment in the hospitality sector. Employees have developed valuable skills in customer service, food preparation, and teamwork, enhancing their confidence and independence. Feedback from customers and employees has been overwhelmingly positive, with many highlighting the warm, welcoming atmosphere of the restaurant. For instance, Anne-Sophie Lamarche, a 37-year-old waitress, shared, "I've learned a lot here at '65 Degrees' and I'm really enjoying the experience. It's a joyful, good-humored place. We laugh and laugh. It's great to open the restaurant to people with disabilities, which is rare these days. It's extraordinary. I'm very happy because it's really interesting"

10. Transferability

- a. The 65 Degrés model is highly adaptable to other regions and contexts, particularly in the hospitality sector, where customer interaction and teamwork are essential. Key success factors include strong partnerships with disability organizations, a commitment to sustainability, and a supportive training environment that allows employees to develop their skills at their own pace. The initiative demonstrates that, with the right support and training, individuals with intellectual disabilities can thrive in demanding professional environments

11. Supporting links or media (optional)

<https://unric.org/en/sustainability-and-social-inclusion-on-the-menu-in-brussels-restaurant/>



Best Practice #5

1. Title of practice

Pizzaut – inclusive Pizzeria employing autistic youth.

2. Country / region

Italy

3. Name of organization(s) involved

PizzAut Onlus, PwC Italia (digital platform support), Hilton Global Foundation (training and food truck support)

4. Sector

Hospitality/ catering

5. Target group

Young adults on the autism spectrum.

6. Short description (max 150 words)

Pizzaut is a pioneering social enterprise founded by Nico Acampora, a father of an autistic child, aiming to provide employment and autonomy to young adults on the autism spectrum. Established in 2017, the initiative has grown from a mobile food truck to operating two pizzerias. Pizzaut offers comprehensive training through its AutAcademy program, preparing participants for roles in the hospitality industry. The project emphasizes dignity, inclusion, and the potential of individuals with autism, transforming societal perceptions and creating meaningful employment opportunities.

7. Implementation details

- *PizzAut was initiated in 2017 by Nico Acampora and officially launched its first pizzeria in Cassina de' Pecchi in May 2021. The second location opened in Monza in April 2023. The initiative is ongoing and has expanded to include a fleet of food trucks, known as PizzAutobus, aiming to reach various regions across Italy. Key stakeholders include PizzAut Onlus, which oversees operations and training; PwC Italia, which developed an autism-friendly digital platform for order management; and the Hilton Global Foundation, which supports training programs and the expansion of the food truck fleet.*

8. Communication/engagement strategy used

- *PizzAut employs a multifaceted communication strategy, including active engagement on social media platforms, participation in public events, and collaborations with prominent organizations. The initiative has garnered national attention, with endorsements from public figures and institutions, including a visit from the President of the Republic, Sergio Mattarella. Inclusion is framed not only as a social responsibility but also as a valuable asset to the community, emphasizing the capabilities and contributions of individuals with autism.*

9. Outcomes and impact

- *PizzAut has successfully employed over 35 individuals with autism across its two pizzerias and mobile food trucks, offering them formal contracts and salaries. This stable employment has led to notable increases in autonomy, self-esteem, and quality of life for the employees, many of whom are entering the workforce for the first time. The initiative has also served as a national model, inspiring similar projects and*



drawing attention to the employment potential of individuals on the autism spectrum. Founder Nico Acampora emphasizes, “PizzAut is an opportunity for many young people with autism to gain dignity and autonomy through work.” Families of the employees have reported significant improvements in social integration and personal development, reinforcing the project’s impact beyond the workplace.

10. Transferability

- *The PizzAut model has demonstrated strong potential for replication thanks to its combination of structured training, community involvement, and tailored support for individuals with autism. Its success is rooted in a clear social mission, partnerships with public and private entities, and a focus on both quality service and human development. By integrating inclusion into a high-profile and well-received culinary experience, PizzAut has shown that social innovation can thrive when anchored in professionalism, visibility, and dignity.*

Supporting links or Media (optional)

[PizzAut Onlus | Chi siamo](#)

[PizzAut Onlus | Cosa Facciamo](#)

Best Practice #6

1. Title of practice

CAP-Märkte – Inclusive supermarkets for the employment of people with disabilities

2. Country / Region

Germany

3. Name of organization(s) involved

The CAP-Märkte initiative is supported by GDW Süd eG, which serves as the cooperative franchisor and strategic partner. Femos gGmbH, a social enterprise, opened the first CAP-Markt in Herrenberg in 1999. EDEKA is the main supplier of grocery products, while local organizations such as Caritas RheinBerg, Lebenshilfe Südliche Weinstraße, and Inklusa gGmbH manage individual stores.

4. Sector

Retail – grocery and supermarket sector

5. Target group

People with physical, psychological, or cognitive disabilities.

6. Short description (max 150 words)

CAP-Märkte are neighborhood supermarkets providing inclusive employment opportunities for people with disabilities, integrating them into the regular labor market. Founded in 1999 in Herrenberg, CAP-Märkte have grown to over 100 locations across Germany. Managed by social cooperatives and support organizations, these supermarkets combine grocery retail with a social mission of promoting workplace inclusion. The model is based on a social franchising system supported by GDW Süd eG, with strategic partnerships such as with EDEKA, ensuring a complete range of products.



7. Implementation details

- a. The CAP-Märkte initiative was launched in 1999 with the first store in Herrenberg, and it has since expanded to become a permanent model of inclusive employment. The initiative is led by GDW Süd eG, which provides strategic support, while local organizations such as Caritas RheinBerg and Lebenshilfe Südliche Weinstraße manage individual stores. EDEKA supplies grocery products, ensuring that the stores maintain a full range of goods. The initiative is also supported by public authorities and foundations that provide financial backing and promote the inclusion of people with disabilities in the workforce.

8. Communication/engagement strategy used

- a. CAP-Märkte has promoted its inclusive approach through information campaigns and awareness days, as well as by forming partnerships with local support organizations. The initiative has also gained visibility by participating in awards and recognition programs for inclusion. Inclusion is framed as a core value, emphasizing the benefits of a respectful work environment, which positively impacts the local community and economy.

9. Outcomes and impact

- a. The CAP-Märkte initiative has created over 860 jobs for people with disabilities, providing them with stable employment and integrating them into the regular labor market. Many employees have expressed high satisfaction with their roles, and some have successfully transitioned to other supermarkets, demonstrating the effectiveness of the model. Feedback from employees has been overwhelmingly positive, with one employee stating, "We are here on the front line, visible and an integral part of the community."

10. Transferability

- a. The CAP-Märkte model is highly adaptable to other regions and countries, with appropriate adjustments to local regulations. Its success is based on several key factors, including strong support from a cooperative franchising network, reliable partnerships with suppliers, active involvement of local communities, and access to funding and incentives for inclusive employment.

11. Supporting links or media (optional)

<https://cap-markt.de/ueber-uns#inklusion>

Best Practice #7

1. Title of Practice

Allehånde Køkken

2. Country / Region

Denmark

3. Name of Organization(s) Involved

NGO/Non-profit

4. Sector

Catering and Restaurant Services

5. Target Group

Individuals with cognitive disabilities, including intellectual disabilities and developmental disorders.

6. Short Description

Allehånde Køkken is a socially responsible restaurant in Denmark that integrates individuals with cognitive disabilities into its regular workforce. Employees with and without disabilities work side by side, with equal expectations and responsibilities. This model emphasizes mutual respect, equal contributions, and high-quality food service, fostering genuine inclusion in the hospitality sector.

7. Implementation Details

- The restaurant was established with a mission to be inclusive from day one.*
- Recruitment focused on ability rather than limitations, and staff training emphasized team-building and mutual respect.*
- Management ensured equitable task allocation and structured mentorship support.*

8. Communication/Engagement Strategy Used

- Inclusive recruitment strategies, mentoring programs, customized job coaching, and collaborative staff training.*
- Initially funded through social enterprise grants and public support for inclusive employment initiatives.*
- Collaborations with disability organizations and vocational training centers.*

9. Outcomes and Impact

- Employee retention, customer satisfaction, workplace harmony, and number of integrated roles successfully filled.*
- Strong inclusive work culture, consistent service quality, and high employee morale among all staff.*

10. Transferability

- This model can be adapted by restaurants and catering businesses across Europe with proper training and inclusion frameworks.*

11. Supporting Links or Media (optional)

<https://www.csr.dk/5-hurtige-til-simon-sheard>

https://arkiv.deafly.dk/video?visvideo=1&video_id=501



Best Practice #8

1. Title of Practice

Bornholms Mosteri

2. Country / Region

Denmark

3. Name of Organization(s) Involved

Private company

4. Sector

Food-production – juice and cider manufacturing

5. Target Group

Individuals with cognitive disabilities and mental health conditions, particularly those facing barriers to traditional employment.

6. Short Description

Bornholms Mosteri, located on the island of Bornholm, Denmark, is a juice and cider producer known not only for high-quality products but also for its strong social mission. Over half of its workforce consists of individuals with mental health conditions or cognitive disabilities. The company fosters an inclusive work environment where all employees contribute to production, packaging, and distribution processes. The practice highlights the viability of inclusive employment models in competitive markets and shows that social responsibility can complement business success.

7. Implementation Details

- The practice involved designing inclusive production workflows, training staff, and building awareness about mental health.*
- Managers and experienced staff were trained to provide support and inclusive supervision.*
- Implementation occurred gradually over several months, with adjustments based on employee feedback and production needs.*

8. Communication/Engagement Strategy Used

- On-the-job training programs, mental health support frameworks, adapted production equipment, and internal communication tools.*
- Internally funded with some regional support from social enterprise initiatives in Denmark.*
- Local disability support organizations and social enterprise networks.*

9. Outcomes and Impact

- Number of individuals with disabilities employed, employee retention rates, production efficiency, and product quality reviews.*
- Sustainable employment for individuals with cognitive disabilities, positive media attention, and collaboration with top-tier restaurants in Denmark.*
- Initial resistance from stakeholders, need for ongoing training, and importance of strong managerial support and inclusive leadership.*

10. Transferability

- a. *The model can be adapted by other food production companies or social enterprises.*
- b. *The key components include inclusive training, workplace adaptation, and consistent support systems.*

11.

- o **Supporting Links or Media (optional)**
<https://www.newsweek.com/2015/05/01/danish-companies-take-staff-disabilities-gain-competitive-edge-324753.html>
- o <https://play.tv2bornholm.dk/?area=specifikTV&id=907910>
- o <https://www.bornholmsmosteri.dk/>



Best Practice #9

1. Title of Practice

KLAPjob by LEV, founded in 2009

2. Country / Region

Denmark

3. Name of Organization(s) Involved

NGO/Non-profit

4. Sector

Food industry

<https://www.csr.dk/5-hurtige-til-simon-sheard>

https://arkiv.deaftv.dk/video?visvideo=1&video_id=501

5. Target Group

Individuals with intellectual disabilities and cognitive challenges who require supported employment opportunities.

6. Short Description

KLAPjob is a Danish employment initiative by the NGO Lev that creates tailored jobs for people with cognitive disabilities within the regular labor market. Partnering with major companies like McDonald's and retail supermarkets, KLAPjob helps match individual capabilities with job tasks and provides support before, during, and after placement to ensure long-term success.

7. Implementation Details

- a. *Jobs are identified and customized through partnerships with private companies.*
- b. *Individuals are matched to roles based on skills, and support staff facilitate onboarding and follow-up.*
- c. *The process includes job carving, employer education, and ongoing mentorship.*
- d. *KLAPjob works with employers to identify part-time unskilled service jobs meeting certain conditions, such as shorter working hours or a single supervisor. The jobs are advertised on public job websites. KLAPjob promotes the websites to persons with intellectual disabilities, and supports applicants and companies with the application process, interviews, and paperwork.*
- e. *A general job description is formulated and distributed in the company's organization. This description frames new jobs. This results in the establishment of approx. 100-200 jobs*
- f. *The job seeker contacts Klapjob, he is often assisted by a support person or the local municipality*
- g. *The KLAPjob consultant sets up a meeting between the candidate and the local branch*

8. Communication/Engagement Strategy Used



- a. Job coaching programs, skills assessment tools, communication guides for employers, and individual onboarding plans.
- b. National and municipal funding, supplemented by NGO fundraising and private sector contributions.
- c. K LAPjob is funded by grants from the Social Reserve Fund under the Ministry of Employment, with an annual budget of €1.5m. K LAPjob aims to continue increasing the number of people obtaining jobs in the open labour market, focusing on those aged 18 to 25.
- d. K LAPjob employees sign regular employment contracts and receive a salary that increases their disability benefits by up to 25 per cent, depending on their working hours.
- e. Local businesses, vocational schools, municipalities, and national disability advocacy groups.
- f. Local businesses, vocational schools, municipalities, and national disability advocacy groups.

9. Outcomes and Impact

- a. Number of individuals placed, job retention rates, employer satisfaction, and employee well-being.
- b. Over 2,000 individuals placed in jobs across Denmark, with positive employer feedback and increased independence among participants.
- c. The project emphasizes the importance of choice and supports applicants to find the job that best suits them, resulting in a retention rate of 65 per cent after two years. Further, 80 per cent of employees have expressed satisfaction with their work and many report an improvement in health and social abilities.
- d. Initial hesitation from employers, need for long-term follow-up, and ensuring a good job-person match.

10. Transferability

- a. Highly scalable across sectors and adaptable to other countries with proper stakeholder engagement and policy support.

11. Supporting Links or Media (optional)

<https://www.lev.dk/klapjob>

- a. <https://zeroproject.org/view/project/e8a44892-8513-eb11-a813-000d3ab9b226>
- b. <https://www.youtube.com/watch?v=atejm2w2jWY> in English
- c. https://zeroproject.org/view?tx_mbitsearch_search%5Baction%5D=download&tx_mbitsearch_search%5Bcontroller%5D=Search&tx_mbitsearch_search%5BfileId%5D=e32fcd06-e575-423a-b671-ff23ce2e596e&cHash=efc65a94d81144fae324d6a127bcf199

Best Practice #10

1. Title of Practice

Workplace Inclusion through Catering and Hospitality Services at Fundación Juan XXIII

2. Country / Region

Spain

3. Name of Organization(s) Involved

NGO/Non-Profit

4. Sector

Food Services, Catering, Hospitality

5. Target Group

People with intellectual disabilities and/or psychosocial vulnerability seeking employment in the hospitality and catering sector.

6. Short Description (max 150 words)

Fundación Juan XXIII provides professional catering and hospitality services while promoting the social and labor inclusion of people with intellectual disabilities and psychosocial vulnerabilities. Their service model includes a catering kitchen, corporate cafeterias, dining room services, and the "Llantén Restaurant," which is open to the public. Through these services, they create real and stable employment opportunities in an inclusive environment. The catering services focus on fresh, seasonal, and balanced food, combining quality with a strong social impact. (fundacionjuanxxiii.org)

7. Implementation Details

- The organization manages various food service projects:
 - Catering kitchen offering daily menus, coffee breaks, cocktails, and special events.
 - Corporate cafeterias and dining room services in companies and institutions.
 - Llantén Restaurant, a gastronomic space open to the public.
 - Employees with disabilities are involved in the entire production and service process, including kitchen work, customer service, logistics, and organization.
 - Continuous training and professional development are offered to employees.

8. Communication/Engagement Strategy Used

- Catering kitchen and gastronomic restaurant facilities.
- Specific training programs adapted to people with intellectual disabilities.
- Professional support teams.

9. Outcomes and Impact

- Creation of real, stable jobs for people with intellectual disabilities.
- Improved quality of life and autonomy for employees.
- Positive impact on corporate clients and society by fostering inclusive employment.

10. Transferability

This model is replicable in other regions and sectors, particularly in catering and hospitality services. It requires collaboration with companies, public administrations, and professional support teams.

11. Supporting Links or Media (optional)

fundacionjuanxxiii.org



Best Practice #11

1. Title of Practice

FUN BAR A LA PAR: Inclusive Hospitality Training for Individuals with Cognitive Disabilities

2. Country / Region

Spain

3. Name of Organization(s) Involved

NGO/Non-Profit

4. Sector

Catering and Hospitality

5. Target Group

The program specifically targets individuals with cognitive disabilities, including those with autism, intellectual disabilities, and Down syndrome. The training is tailored to meet the needs of each participant, ensuring personalized development and success in the hospitality sector.

6. Short Description (max 150 words)

FUN BAR A LA PAR is an innovative initiative designed to enhance the professional and social integration of individuals with cognitive disabilities through training in hospitality and gastronomy. The practice focuses on equipping participants with essential skills to work in a bar or restaurant environment while promoting inclusion and fostering independence. The initiative provides hands-on training, mentorship, and job placement opportunities, ensuring that participants gain both confidence and practical expertise. The program is structured to support long-term employability and workplace inclusion.

7. Implementation Details

Since May 2012, Fundación A LA PAR has been managing the Fun Bar at the Padel and Tennis Club, and thanks to the hospitality training provided by our Employment Office, it has been possible to hire staff with intellectual disabilities, both in the dining area and the kitchen, thereby expanding and diversifying the range of job opportunities.

8. Communication/Engagement Strategy Used

- Training manuals tailored for cognitive disabilities.
- Adaptive digital learning tools and assistive technologies.
- Partnerships with inclusive hospitality businesses.

9. Outcomes and Impact

- Successful integration of trained individuals into the hospitality workforce.
- Improved confidence and independence among participants.

- Enhanced awareness of inclusive employment within the hospitality sector.

10. Transferability

The practice can be adapted for different industries and countries by modifying training modules according to local regulations and industry needs. Its flexible structure allows replication in various workplace settings beyond hospitality.

11. Supporting Links or Media (optional)

Fundación A LA PAR



Best Practice #12

1. Title of Practice

Esment Alimentació

2. Country / Region

Spain

3. Name of Organization(s) Involved

NGO/Non-Profit

4. Sector

Food and Hospitality Services

5. Target Group

Individuals with cognitive disabilities seeking job opportunities in the food and hospitality sector.

6. Short Description (max 150 words)

Since 1996, Esment Alimentació has been dedicated to gastronomy, offering employment opportunities to people with cognitive disabilities. The organization collaborates with local suppliers and designs weekly menus based on seasonal products. Most vegetables used come from the organic farm at Casa Esment and the Public Estate Es Galatzó.

7. Implementation Details

Esment Alimentació manages several establishments, including Cafè Es Pes de sa Palla, Cafè Palmanova, Bar Escola Palma, Cafè Inca, and Cafè Mirall.

The organization produces the "Gallinas & Focas" wine in collaboration with the 4Kilos winery, involving people with disabilities in every stage, from grape harvesting to commercialization. (sostenibilitat.esment.org)

Esment also runs agro-food workshops where products like aromatic salts are made, integrating people with different support needs into the entire production process.

8. Communication/Engagement Strategy Used

- Own organic farming plots.
- Adapted hospitality facilities.
- Specialized training programs for individuals with cognitive disabilities.

9. Outcomes and Impact

- Successful integration of people with disabilities into the labor market.
- Recognition of high-quality products, such as "Gallinas & Focas" wine.

10. Transferability

The Esment Alimentació model can be replicated in other regions and sectors, provided that resources are adapted and local partnerships are established.

11. Supporting Links or Media (optional)

WEB:Fundación | Esment



Best Practice #13

1. Title of Practice:

Tailored Vocational Training by ESTIA – Greece

2. Country / Region:

Greece / Central

3. Name of Organization(s) Involved:

ESTIA – Centre for Training & Rehabilitation, Public Employment Services

4. Sector:

Hospitality, Catering, and Office Services

5. Target Group:

Young adults with mental health challenges and learning disabilities

6. Short Description:

ESTIA offers targeted vocational training programs tailored to SN youth, providing both technical and soft skills development. Programs are often followed by work placements in supported environments.

7. Implementation Details:

Ongoing since 1992

Permanent vocational model

ESTIA (training and rehabilitation), public agencies (certification), employers (work-based learning)

8. Communication/Engagement Strategy Used:

Collaborations with local businesses and municipalities; awareness workshops

Inclusion framed as a right to dignified employment and community integration

9. Outcomes and Impact:

Over 1,000 beneficiaries trained

70% of participants received short-term employment or internships

Recognition from EU-funded programs and Greek ministries

10. Transferability:

Applicable in regions with vocational institutions

Success factors: individualised training paths, employer sensitisation, follow-up mentoring

11. Supporting Links or Media (optional):

<https://www.eseepa.gr/estia/>

Best Practice #14

1. Title of Practice:

Inclusive Hiring in Urban Café – Athens

2. Country / Region:

Greece / Attica

3. Name of Organization(s) Involved:

Mytillo Café, Municipality of Athens, Ministry of Labour (supporting entity)

4. Sector:

Hospitality / Café

5. Target Group:

People with intellectual and developmental disabilities

6. Short Description:

Mytillo Café is a social cooperative enterprise in Athens that employs people with intellectual and developmental disabilities. It promotes inclusion by offering meaningful employment, skill development, and public visibility for SN individuals.

7. Implementation Details:

Started in 2013 – ongoing

Permanent initiative

Key stakeholders: Mytillo management (employment & training), Municipality of Athens (infrastructure support), NGOs (mentoring and accessibility consulting)

8. Communication/Engagement Strategy Used:

Direct outreach to local government, strong media visibility (TV, newspapers), promotion as a model of inclusive business. Inclusion is framed as both a right and a source of innovation and social value.

9. Outcomes and Impact:

30+ SN employees since inception

High job retention, numerous training workshops conducted

Positive feedback from staff and customers; featured in national media and EU best practice portals

10. Transferability:

Easily adaptable in urban centers with municipal backing

Key success factors: accessible infrastructure, mentoring, visibility, and community support

11. Supporting Links or Media (optional):

<https://www.mytillocafe.gr/>

Best Practice 15

1. Title of Practice:

Step by Step – North Macedonia

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2. Country / Region:

North Macedonia / Skopje & Ohrid Region

3. Name of Organization(s) Involved:

HERA – Health Education and Research Association, UNDP, local employers

4. Sector:

Tourism and Hospitality

5. Target Group:

Young people with intellectual disabilities and psychological vulnerabilities

6. Short Description:

‘Step by Step’ is a pilot project promoting workplace inclusion in the hospitality sector. It included training programs, employer workshops, and job placement pilots co-funded by UNDP.

7. Implementation Details:

2019–2021

Pilot phase over 2 years

HERA (training and advocacy), UNDP (funding and monitoring), employers (placement and mentoring)

8. Communication/Engagement Strategy Used:

Multi-stakeholder approach, including roundtables and TV/radio campaigns

Inclusion promoted as a corporate social responsibility and human rights imperative

9. Outcomes and Impact:

25 SN individuals trained; 15 placed in internships

Increased employer awareness; project scaled into follow-up activities in 2022

10. Transferability:

Model applicable across Balkan tourism hubs

Needs NGO coordination and employer networks to succeed

11. Supporting Links or Media (optional):

<https://hera.org.mk/en/step-by-step-inclusive-tourism/>



Best Practice # 16

1. Title of Practice:

CieKawa Café – Inclusive Employment for Adults with Intellectual Disabilities

2. Country / Region:

Poland / Pomerania (Gdańsk)

3. Name of Organization(s) Involved:

PSONI Gdańsk (Polish Association for Persons with Intellectual Disabilities – Gdańsk Branch), CieKawa Social Cooperative

4. Sector:

Hospitality / Social Enterprise

5. Target Group:

Adults with intellectual disabilities, including high-functioning individuals who completed school but lack job opportunities

6. Short Description (max 150 words):

CieKawa Café is an inclusive employment initiative launched in 2019 in central Gdańsk. Operated by the *CieKawa Social Cooperative* under PSONI Gdańsk, the café employs adults with intellectual disabilities in barista and service roles. Staff receive one-to-one support from job coaches and therapists, alongside vocational and therapeutic training. The café also promotes a zero-waste philosophy and hosts community events to foster social inclusion.

7. Implementation Details:

- Dates of implementation: August 2019 – ongoing
- Key stakeholders and their roles: PSONI Gdańsk (coordination and training), job coaches and therapists (daily support), local partners and volunteers (community engagement)
- Communication/ Engagement Strategy Used: Local media coverage, partnerships with disability support organizations, and social events helped raise awareness and frame inclusion as both a social and environmental value.

8. Outcomes and Impact:

- Number of SN people included or hired: Multiple individuals employed since opening
- Results: Social and professional integration, high customer satisfaction, strong community support
- Qualitative feedback: Positive reactions from families, customers, and local media highlighting dignity and purpose among employees

9. Transferability:

The *CieKawa* model is adaptable to other cities or countries. Success depends on structured support systems, accessible environments, and community involvement. It demonstrates how inclusive employment can be combined with social innovation and sustainability values.

10. Supporting Links or Media (optional):

<https://psoni.gda.pl/kawiarnia-ciekawa/>
<https://www.trojmiasto.pl/wiadomosci/Ruszyla-kawiarnia-z-niepelnosprawnymi-baristami-n136746.html>
<https://razemztoba.pl/tysiace-ciekawych-w-kawiarni-ciekawa/>



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Best Practice #17

1. Title of Practice:

Życie Jest Fajne Café – Autism Inclusion Through Employment in Warsaw

2. Country / Region:

Poland / Mazowieckie (Warsaw)

3. Name of Organization(s) Involved:

Ergo Sum Foundation, City of Warsaw, PFRON, Klubokawiarnia *Życie Jest Fajne*

4. Sector:

Hospitality / Social Inclusion

5. Target Group:

Adults aged 17–33 with autism spectrum disorders and/or intellectual disabilities

6. Short Description (max 150 words):

Życie Jest Fajne ('Life is Good') is Poland's first café employing adults on the autism spectrum. Launched by the *Ergo Sum Foundation* in 2016 in Warsaw, the café offers tailored employment with structured routines and supportive conditions. Employees engage in real tasks like food prep, service, cleaning, and catering. The café emphasizes sensory-friendly design, job coaching, and mental health support, while also raising public awareness on autism and neurodiversity through community outreach.

7. Implementation Details:

- Dates of implementation: March 2016 – ongoing
- Key stakeholders and their roles: *Ergo Sum Foundation* (management & training), employees with autism, job coaches & psychologists (daily support), City of Warsaw (subsidized rent), PFRON (financial support)
- Communication/Engagement Strategy Used: Public campaigns, TV and social media features, community partnerships. Inclusion is framed as empowerment and visibility for neurodiverse individuals.

8. Outcomes and Impact:

- Number of SN people included or hired: 25 individuals with autism employed since launch
- Results: Sustained employment, increased independence and self-esteem among employees, positive visibility of autism in society
- Qualitative feedback: Strong community support and positive media testimonials reinforce the value of this model

9. Transferability:

Yes, the model has already inspired similar initiatives in other cities. Its success

depends on tailored support, autism-informed workplace design, public education, and steady funding. Collaboration with local authorities enhances scalability.

10. Supporting Links or Media (optional):

<https://dziendobry.tvn.pl/styl-zycia/warszawa-klubokawiarnia-zycie-jest-fajne-zatrudnia-osoby-z-autyzmem-st5650692>

<https://www.instagram.com/klubokawiarniazyciejestfajne/>

<https://www.raportwarszawski.pl/artykul/1111,zycie-jest-fajne-kawiarnia-prowadzona-przez-osoby-w-spektrum-autyzmu-rowniez-moga-pracowac>



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Best Practice #18

1. Title of Practice:

Restauracja Zdrówko – Inclusive Culinary Employment in Legionowo

2. Country / Region:

Poland / Mazowieckie (Legionowo)

3. Name of Organization(s) Involved:

Restauracja Zdrówko, Emanio Arcus Foundation, Mazovian Voivodeship Office

4. Sector:

Gastronomy / Social Enterprise

5. Target Group:

Individuals with moderate and significant intellectual disabilities requiring structured vocational support

6. Short Description (max 150 words):

Restauracja Zdrówko is a social enterprise and vocational activation center (ZAZ) launched in 2019 in Legionowo. It provides structured employment and culinary training for 18 individuals with disabilities. Modeled after Swedish practices, the initiative combines inclusive employment with high-quality, health-conscious dining. Employees receive professional training from expert chefs and work in a supportive environment. The restaurant emphasizes community integration and social impact.

7. Implementation Details:

- Dates of implementation: October 2019 – ongoing
- Key stakeholders and their roles: Emanio Arcus Foundation (establishment & support), Mazovian Voivodeship Office (funding & partnership), culinary experts (training), local community (customer engagement)
- Communication/Engagement Strategy Used: Promoted through local events, community channels, and word-of-mouth. Inclusion is framed as dignity through work and culinary professionalism.

8. Outcomes and Impact:

- Number of SN people included or hired: 18 individuals with multiple disabilities
- Results: Improved vocational skills, social inclusion, and increased community appreciation for disability employment
- Qualitative feedback: Positive feedback from customers and local media; staff experience a sense of purpose and pride

9. Transferability:

Yes, the ZAZ-based model is transferable to other urban or rural settings with public support. Key factors include collaboration with local authorities, tailored training, and a focus on both social and professional outcomes.

10. Supporting Links or Media (optional):

<https://zdrowkolegionowo.org/>

<https://eubd.org/legionowo/restauracja-legionowo/zdrowko-legionowo/>

<https://www.pyszne.pl/menu/zdrowko-legionowo>



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