



NDS
Community of Practice

SUPPORTED EMPLOYMENT
INTERNATIONAL RESEARCH

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Executive Summary

This report is an initiative funded by Department of Social Services (DSS) as part of the NDS Industry Vision for the Supported Employment Sector.

The purpose of the report is to consider what is happening in the international disability employment sector that Australian supported employment providers could learn from. The NDIS has had significant change on what was traditionally referred to as Australian Disability Enterprises (ADE) and now the roll out of increased wages resulting in higher costs means this is an opportune time for ADE's to reflect on current supported employment practises and business practises and consider adopting lessons from overseas. This paper outlines the methodology undertaken as well as detailing more information including websites and papers available online.

The countries included in this report are the USA (California, Texas, financial services product), Canada, the Basque region, Sweden, Thailand, Denmark, United Kingdom, Israel, New Zealand and Korea.

The purpose and passion of people interviewed within these countries, is the same purpose and passion of leaders of Australian supported employment providers. Organisations focusing on creating employment opportunities for as many people as possible that want to participate in work some countries have systems in place to support this some countries have barriers. The question for Australia to reflect on is - does the Australian system allow as many adults as possible to participate in work?

The difference and therefore the opportunities identified in this report will resonate with organisations in Australia differently. Some Australian supported employment providers are very advanced in areas of social procurement, social enterprise compliance, and financial viability. Other organisations will benefit significantly from these observations and potential lessons. The sector broadly will be motivated in seeing the progress of initiatives creating transformational change across the sector in areas of tax reform, employment incentives and corporate commitment.

The research highlighted that several countries have implemented the changes that Australia is undergoing, and these changes have had significant ramifications employers and employees. Of particular note is the role of government in the financial viability of employment providers in what we refer to in Australia as 'social procurement'. These contractual relationships have resulted in significant business and in turn significant employment – for organisations that are many times larger than most Australian employment providers. As a result of the sheer size these organisations, they have the financial strength to invest in technology, new initiatives and new businesses. These are not small businesses operating on small budgets – they could be considered 'conglomerates' – several different, independent businesses – with the core focus of employing people with different abilities.

A number of these organisations still offer similar products and services as Australian organisations, but on a much larger scale.

Australian governments have indicated a strong intent regarding social procurement. This paper illustrates the opportunity that can be achieved through delivering on this intent. Further key lessons are how the individual employee is assured a living wage via subsidies minimum wage or tax offsets.

Methodology

The following methodology was used to inform this report:

1. Research report purpose and audience was developed by National Disability Services (NDS) and Social Scaffolding. DSS and NDIA were consulted and approved its scope, including reference to further NDIA international research consultations.
2. Relevant international contacts for interviewing were provided by NDS, Social Scaffolding and connected organisations, including members of the Workability International network.
3. Video interviews were conducted with 11 people (refer Appendix). The interviews focused on what the country or company was doing that Australia was not doing and to identify key lessons from what worked and what did not work in their programs, policies and initiatives.
4. Review and request for additional information. Each interviewee then checked the write-up of the interview for accuracy and provided additional information (references, reports) to support the interview.
5. NDS conducted the first draft review.
6. The interviewees were sent the second draft for review and approval.
7. Final version sent to DSS for approval.
8. The intention is for the report to be shared with NDS members and to hold follow-on workshops to consider lessons and possible adoption of opportunities.

Context

The Australian government implemented the National Disability Insurance Scheme (NDIS), which provides funding for individuals with disabilities to access support services and employment opportunities. The NDIS enables participants to find employment (including in supported employment services) through the provision of NDIS plan funding, allowing employers to recruit and retain employees with disability. Employees with disability can also access employment training and development opportunities through their NDIS plan. Supported employment services means services to support the paid employment of people with disabilities, being those:

- for whom competitive employment at or above the relevant award wage is unlikely; and
- who, because of their disabilities, need substantial ongoing support to obtain or retain paid employment.

The SES Award as of 30 June 2023 includes a new wage and classification structure for employees with disability who work in supported employment. Minimum wage rates and annual wage increases for Grades A and B (which apply to employees with disability) will commence on 30 June 2023 at \$5.02 and \$10.05 respectively, ending on 30 June 2026 at \$7.40 and \$14.81 respectively.

As a result of the introduction of the New SES Award wage and classification structure for employees with disability, employees will be assessed and potentially paid more.

Increased wages are a positive change for people with a disability in the workforce. Higher wages are an increase in costs for employers. Supported employment providers in Australia have historically sold products and services that are labour-intensive and sold at low margins in highly competitive markets.

The purpose of this paper is to consider how international supported employment providers operate and if there are lessons that Australian providers could learn from to allow sustainable employment within financially viable businesses.

Summary of International Market

Disability employment remains a challenge for many countries around the world. Many countries have implemented policies and programs aimed at increasing employment for individuals with disability, with varying levels of success.

Despite efforts to promote the inclusion of people with disability in the workforce, many individuals with disability face significant barriers to employment, such as lack of access to education and training, negative attitudes and stereotypes, and a lack of supportive workplaces.

However, there are several international examples of initiatives aimed at increasing disability employment and promoting the inclusion of people with disability in the workforce. Two graphs are included as Appendices to illustrate the levels of success countries are experiencing with their policies and programs. Appendix 1 shows data from 2019 from the OECD report *Disability, Inclusion and Work: Mainstreaming in all Policies and Practices*. This graph shows that while the employment rates of people with disability have improved over the past decade, the disability gap in employment remains large. Appendix 2 shows 35 OECD countries ranked according to their employment rate of people with disability in 2011 and their use of quotas as a policy for increasing the employment of people with disability. (Q = Quota, NQ = No Quota).

While there is still much work to be done to improve employment for people with disability, these initiatives show that there is a growing recognition of the importance of promoting disability employment at the national and international levels. An introduction to these initiatives includes:

In Canada, the government runs the [Enabling Accessibility Fund](#), which provides grants to organisations to improve physical accessibility in the workplace and increase employment opportunities for people with disability. Additionally, the Canadian government has established the [Ready, Willing and Able](#) initiative, which provides businesses with resources and support to hire and retain employees with disability.

The [Workforce Recruitment Program \(WRP\)](#) in the United States, which is a recruitment and referral program that connects federal and private sector employers with highly qualified post-secondary students and recent graduates with disability.

The UK government offers the [Access to Work](#) scheme, which provides financial support to individuals with disability to overcome barriers to employment. The scheme covers costs such as assistive technology, personal support, and adaptations to the workplace. The UK government also operates the [Disability Confident scheme](#), which provides support and advice to employers to promote disability employment.

The German government implemented the [Integration through Labour Market Measures program](#), which funds for organisations to support individuals with disabilities in finding and maintaining employment. Additionally, German law requires that companies with more than 20 employees must reserve a certain percentage of their positions for people with disability.

The [Employment Inclusion for People with Disabilities](#) project in the European Union, which provides funding and support for initiatives aimed at improving the employment prospects of people with disability.

The project provides financial and technical assistance to organisations and employers to develop and implement programs and initiatives that promote the inclusion of people with disability in the workforce.

The [Enabling Employment Partnership \(EEP\)](#) in Europe is a collaboration between business leaders, governments and disability organisations. The EEP works to promote the employment of people with disability and raise awareness of the benefits of a diverse workforce.

In Japan, the government operates the [Employment Measures for Persons with Disabilities](#) program, which provides financial support to people with disability to find and maintain employment. The program also provides support to employers to create more inclusive and accessible workplaces. In Japan, the government has also established the [Employment Support Centres for People with Disabilities](#), which provide employment assistance and support for people with disability. These centres offer job placement services, career counselling and other support to help people with disability find and maintain employment.

These initiatives and programs have similarities to the Australian context. To understand the differences and identify opportunities to learn from international experiences, more detailed interviews were conducted with countries identified as progressive or having recently adopted changes that would have relevance to Australia.

Overview of ALMP

A key factor when considering international approaches to employing people with a disability is to review the Active Labour Market Policies (ALMP) of countries. This has been undertaken comprehensively in a new publication *Employer Engagement – Making Active Labour Market Policies Work* (refer Appendix).

ALMP agencies can function as 'information providers' or 'matchmakers', facilitating employment for people facing barriers to employment. They can help to address information asymmetries between jobseekers and employers and improve matching processes that wouldn't occur in unassisted market processes.

The ALMPs within countries can employ a variety of methods to encourage employer engagement including:

- support in screening claimants for interviews
- delivery of pre-employment training oriented to employer needs
- work experience schemes that place claimants with employers.

Various motivations also drive employer involvement in employment programs including:

- corporate social responsibility
- opportunism
- altruism
- access to lower cost labour.

A key finding from the research is the importance of employer engagement and the need for an integrated approach that examines the interrelations between employment agencies, unemployed individuals and employers. Employer engagement is not a static phenomenon and can be developed and fostered through specific interactions with job consultants and unemployed individuals.

The research highlights the importance of a good match, not only on the practical aspects of the job but also on the personalities and social abilities of both parties. Employers who show a personal interest in understanding and accommodating the situations of the unemployed person can be crucial. The notion of ‘natural support’ in the workplace, and the capacity for inclusion was also a key success factor. It is clear that the matching and engagement process requires commitment from the employers beyond merely fulfilling corporate social responsibility.

There is increasing international recognition of the value of a diverse workforce. However, there remains a gap between aspiration and practice. To stimulate employer participation in programs and increase employment outcomes, the research found, across countries, that employer awareness needed to be improved, the ALMP needed to be aligned with employer interests, and candidates needed to be matched to employer requirements. This was especially explains the lack of people with different abilities in executive and board positions. According to the Australian Network on Disability, Australia also comes short on this metric and has launched their [Directing Change scholarship](#) to address this issue.

Personal networks remain a critical factor, which could disadvantage jobseekers with weaker personal networks. This was highlighted in the Australian research conducted by Social Scaffolding in their paper [Equalising Employment Opportunities](#). There is a disconnect between employment providers helping a person find work versus the networks that come about through the person’s support.

Interestingly, the size of the company was shown to affect the type and level of engagement with employment schemes. Larger companies report better awareness and capacity to engage with ALMP’s or contracted organisations, while smaller companies engage with schemes that offer additional labour resources at a lower cost. Therefore, employers’ sensitivity to subsidies is linked to the size of the employer. Smaller organisations seem to be more responsive to financial support. In the USA, engaged employers tend to operate in low-wage sectors, have a large number of employees and value workforce stability for continuity of customer service.

Lessons and Opportunities for Australia

Australia has a one-size-fits all approach to placement and wage subsidy, rather than acknowledging that larger companies have an internal capacity and capability to support a person (for example, an HR department) that would be lacking in smaller (less than 100 staff) employers. This difference could be addressed by relevant funding and support targeted to the needs (and size) of the employer.

The potential for Australia is the development of a strategic HRM model of engagement at the level of the large employer, which could offer more detailed insights into the motivations, practices and benefits gained by large employers.

USA

AbilityOne is an independent federal agency program with a mission: “To tap America’s underutilized workforce of individuals who are blind or have significant disabilities to deliver high quality, mission-essential products and services to Federal agencies in quality employment opportunities.”

This is like Australia’s social procurement agenda – but on steroids. The AbilityOne program employs more than 36,000 people who are blind or have significant disability, including more than 2500 veterans. The program operates nationwide with employees from approximately 450 nonprofits working at more than 1000 locations representing 40 government agencies. The program supplied \$3.9 billion in products and services to the Federal Government in financial year 2022.

Mark Kessler, VP of Innovation and Business Development at Global Connections to Employment (GCE), explains that, by working with government agencies directly and creating solutions to problems the government is facing, they can put forward proposals that create employment in a non-competitive bid process. GCE are focussing on knowledge-based services and emerging markets and, ultimately, where the federal government spends their money (for example, IT and Defence). This objective of supporting people that want careers and not just a job (for example, cleaning) becomes a real value-add for the government and the employee.

The most recent example of GCE’s work is in the IT sector’s skills development. The sector has issues with high turnover, especially at the ‘bottom of the pyramid’ — low-skilled, entry-level jobs and low-margin positions. GCE worked with IT companies and Defence to fill these positions by intentionally placing trained and supported people of different abilities. This resulted in high retention, career pathways and upskilling for employees. This also was a positive metric for the CSR corporate obligations of IT companies.

Mark and GCE recently completed a project with the Colombian government to introduce the ‘high row law’ and to change what was a penalty for not employing a person with disability into an incentive. The incentive offered is a subsidised wage for the first year of employment and then no employee taxes when continuing to employ the person with disability year on year. The government pays for training and transport requirements.

Lessons and Opportunities for Australia

The business of the supported employment provider is to take a problem-solving approach to working with clients when developing new products and services. There are a number of leading businesses in Australia that are taking this approach, but many more that could adopt this pro-active and progressive approach to their capabilities, becoming an order-maker rather than an order-taker.

California

The California disability system is entitlement-based (that is, not means-tested) and is widely regarded as the most progressive in America. Eligibility for the system covers Developmental Disability (DD) encompassing cerebral palsy, epilepsy, autism and intellectual impairment. Eligibility criteria is defined as a “substantial disability” for that person, with significant limitations in three or more of the five areas: self-care, language, learning, mobility, self-direction, capacity for independent living and economic self-sufficiency.

Once a person is deemed eligible, then an Individual Program Plan (IPP) is created with contributions from a group of relevant people (family members, service providers, friends, the Regional Centre (RC) service coordinator, and so on). The local RC arranges for services to be provided from an approved list and government funds the cost. This system has seen significant integration of people with different abilities into the workforce and community. The flow-through benefits of greater integration are higher visibility, which leads to greater acceptance and understanding.

This approach is best described as ‘mainstream first’. Whether it’s education or employment, the focus of effort is to assess whether the person with disability can reasonably be supported in the mainstream setting with appropriate supports. This focus has been accelerated by the removal of the Section 14(c) wage subsidy (October 2023 is the date for complete phase-out).

In the US, the [Raise the Wage Act](#) has succeeded in raising the Federal minimum wage to \$15 per hour. Included in that major piece of legislation is an end to the system where employers can receive a waiver (called 14(c) after Section 14(c) of the previous law) to pay a discounted hourly wage to a person with disability. There are 120,000 adults with disability in the US in this system doing a wide variety of jobs, and most of them are working alongside their peers. In the US, this called ‘segregated employment’.

Lessons and Opportunities for Australia

The ambition and goals of mainstream first is for all people with disability being mainstreamed and earning full minimum wages from their employers. Because of 14(c) being removed, many people with different abilities have lost their jobs and essentially become unemployable at full minimum wage owing to their more limited capabilities. (refer to the Appendix)

In the USA, 14(c) workplaces were not active in educating the community about the work they do and the contribution they make to the country and becoming more inclusive. So, the removal of the 14(c) has resulted in the loss of important jobs that US citizens were not aware of.

As detailed by Phil Hayes-Brown, CEO of Wallara, in Australia there are thousands of everyday products on retail shelves that are packaged, assembled or counted by an adult with disability. However, the general public are unaware of it. Australia needs to take the lead on branding these important jobs and sharing the stories of employing people with disability. This will raise awareness and promote the necessity of wage subsidies to maintain these jobs. NDS has conducted an approach to branding supported employment services through its BuyAbility landmark; however, this has not been widely adopted by the sector.

Goodwill Texas

Goodwill Texas (GWT) has taken a corporate approach to their business with a flexible approach to employment. Their clients are both government and corporate and their markets are both wholesale and retail.

In Texas, the government allocated employment providers with a 14(c) wage certificate — a small wage based on productivity (as detailed above). Because the wage was low and compliance was costly to maintain (including hiring a wage assessor), GWT opted to not use the certificate and pay the US minimum wage — reducing the costs of compliance and paying a higher wage to employees.

To focus on growth and ability to pay higher wages, Kim Lewis of GWT developed a sales team to win corporate contracts and create real work for their employees. They now have a total disability employment cohort of 5000 people that includes a pre-vocational training programme with tiers of adaptability.

The business model of GWT is also focused on social procurement opportunities with government. The employee of GWT is contracted from Goodwill to the state employer. Their employment services offer pathways into state government jobs paying \$18 per hr. Some of the contracts have been in place for many years and offer stability. For example, the Attorney General's office provides five-year contracts through non-competitive tendering and 75 per cent of those on the contract have a disability. In addition, their portfolio of products and services includes a manufacturing facility making up 5 per cent of their business, employing 40 people of which 35 are people with disability.

There is a link between their wholesale and retail businesses in times of slow work — for example, they can increase the candle manufacturing if the retail side of the business is slow. When a person is not working, they receive training on shopping, relationships, counselling, and so on. The training is paid through the mission of the organisation, as profits are reinvested back into the organisation.

Employment support and readiness offered through GWT is extensive and includes training and education, apprenticeships, wraparound support services and job coaches. Four key support and training roles in the organisation enable employment for people with disability. These roles are:

- sales
- job instructor
- trainer
- counsellor.

Lessons and Opportunities for Australia

This approach to support and transition is a key learning opportunity for Australia. Whilst many employment service providers in Australia offer a holistic approach to a person's upskilling, the depth of support provided to the person with different abilities is greater in GWT.

In addition, GWT pay the minimum wage (though we note, this is low in comparison to Australian standards), creating equality in wages. Social procurement is also a large part of GWT business revenue.

USA – experiences from the 14(c) changes

The US Commission on Civil Rights (the Commission) undertook an inquiry into Section 14(c) certificates, allowing for the employment of workers with disability below the federal minimum wage. In September 2020, the Commission tabled a report entitled “Subminimum Wages – Impacts on the Rights of People with Disabilities”. The report recommended that Congress should repeal Section 14(c) with a phase-out period to allow the transition to alternative service models that prioritise competitive integrated employment.

Contrary to the Civil Rights Commission, there was strong support expressed by members of the public for the 14(c) program. 98 per cent of people who sent a comment to the Commission expressed the opinion that the government should keep the 14(c) program. 90 per cent of people with disability who submitted public comments wanted to keep 14(c), expressing concern about losing the opportunity to work; losing their current job (which they enjoy) and earning less money (due to scaled back hours or redundancy).

According to State Data: The National Report on Employment Services and Outcomes Through 2019, 15 states reported an increase by more than 500 individuals in integrated employment between 2007–19. Those states included Massachusetts and Oregon, who began phasing out sheltered workshops and subminimum wages during that period, as well as five of the eight states with the largest number of issued or pending 14(c) certificates. Despite phasing out sheltered workshops and subminimum wages, Maine has notably seen declining numbers of people in integrated employment. Vermont and Maine were two of the first states to phase out sheltered workshops and subminimum wages (beginning around the early 2000s). In the two-decades following, long-term employment of people with cognitive disability experienced inconsistent and lagging growth in annual earnings, as well as relatively higher rates of poverty and underemployment. The key observation of the 2019 State Report outlined that while participation in facility-based work has steadily declined, individuals are not transitioning to integrated employment and instead are using non-work services. There was a corresponding increase in the number of people served by ‘Community-Based Non-work’.

Since the phasing out of 14(c), positive trends in the number of people with disability employed can be observed when comparing American Community Survey employment rates from the year a state enacted legislation to discontinue the use of 14(c) and subminimum wage against the most current data available. There has also been a steady increase in self-directed preference for competitive, integrated employment as youth with disability transition out of high school and into adult services and supports.

Notably, to support the phase out of 14(c), the Biden administration’s American Jobs Plan proposed a \$2 billion investment to support the phase out of subminimum wages and to expand access to competitive, integrated employment opportunities for workers with disability.

Lessons and Opportunities for Australia

A phased approach to introducing changes that place people at risk of losing their jobs is essential, as is the collection of data determining the impact. In numerous studies in the USA, the lack of data tracking the effects of the 14(c) changes was a major problem in informing further changes or responses. Further, the inconsistency in how states removed the Federal 14(c) employer incentive has caused inconsistent employment outcomes across US States. The Australian whole-of-government approach to funding, with an increased focus on influencing state government social procurement spend, will likely alleviate any potential inconsistencies across states for people seeking employment.

USA Tax free savings accounts

Still in the USA, people with disability in the US are eligible to open a savings account that is tax free on the growth of the investment, provided the investment returns are spent on qualified disability expenses

[Get Started - ABL National Resource Center \(ablenrc.org\)](http://ablenrc.org)

Lessons and Opportunities for Australia

This very specific and targeted financial product could provide certainty and safety in Australia for people that are at risk of scammers and fraudulent behaviour.

Canada

Québec has a model of employment called Socio-Labour Insertion (SIL), in which disability employment providers are referred to as 'adapted companies'. This means the adapted company creates jobs adapted to the needs of people with disability. These companies offer more than 200 quality products and services in eight market sectors.

To be an adapted company, they must be:

- be a non-profit organisation or cooperative whose staff is made up of at least 60 per cent of people with disability who cannot work under standard conditions at all times
- provide such people with disability with meaningful and remunerated work in accordance with the provisions of labour legislation.

Purchasing products and services with an adapted company means making a responsible choice and contributing to the inclusion of people with disability. By collaborating and creating employment pathways, companies and adapted companies work together to employ people with disability in an ordinary (mainstream) work environment. The Work Integration Contract (CIT) is when an employer can hire, get salary support and receive financial assistance to adapt the work environment to the needs of the person with different abilities.

A subsidy is provided to the ordinary company to employ a person with disability, to compensate for the loss of productivity. This consists of a maximum 75 per cent of the gross annual salary (85 per cent first year). The subsidy is practically equivalent to the salary given to the employee, but won't exceed the minimum wage on a 40-hour weekly basis.

The goal of the program is to get people with different abilities into long-term employment within ordinary companies. Eligibility is for anyone who has a permanent impairment resulting in significant disability in their activities of daily living and who can work 12 to 40 hours per week, with the necessary supervision.

Job Requirements of the program include:

- temporary or permanent position in a regular full-time (maximum of 40 hours per week) or part-time (minimum 12 hours per week) working environment
- companies do not exceed 20 per cent of people employed in this modality in each company.

Lessons and Opportunities for Australia

The SIL model in Quebec offers substantial and sustained financial assistance to adapted companies funded by the Québec Government. Effective management with good communication between the different agents (companies and public institutions) is a determinant of successful employment pathways. However, adapted companies are, first and foremost, companies, so proper management for their sustainability is paramount. The supported employment service provider sector in Australia has transitioned away from being considered subsidised businesses and are now more and more becoming social enterprises – sustainable and financially viable businesses. However, there are still many providers that need to make this transition (both philosophically and financially).

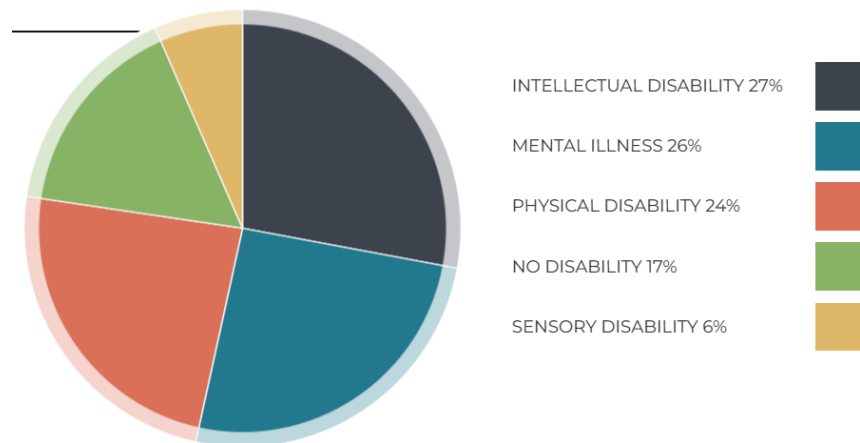
The Basque Region

Gureak is a social economy company that generates employment for people with disability through the realization of numerous productive and competitive activities, primarily for people with intellectual disabilities in the Gipuzkoa province of Spain. The business also collaborates to create employment in mainstream companies and in public administration.

Gureak is the coming together of 12 private and non-profit organisations with the aim of generating quality employment for people with disability. They are a private company that is partially regional government owned (20 per cent). The reinvestment of profits goes into further technology as well as facilities and new projects to generate new employment. The profits from the businesses are also used to deliver unfunded services (upskilling training, mentoring and support).

Their competitiveness in their chosen industries is the result of a diversified business model, competitive in demanding markets and with sustainable growth. The model is focused on a mix of labor and productivity.

Team composition



The portfolio of businesses within the Gureak company is diverse:

- Industrial (60 per cent turnover; 55 per cent employment)
- Services (28 per cent employment)
- Marketing (seven per cent employment)
- Itinerary (five per cent employment)

Itinerary is the Division of the group focused on monitoring the entire professional career of people - offering training and positions adapted to the capabilities of each person. This empowers employees and promotes their professional development.

Lessons and Opportunities for Australia

A person in Gureak (and other companies and countries) stays with the company on a journey of career development and then leaves when ready and upskilled. In Australia, there is no incentive for this career progression and enablement to occur, nor penalty for lack of progression. In Australia, there is ultimately a perverse incentive to keep people in their current roles and tasks, rather than transitioning that person and having to train and upskill the next person.

Jon Ander, the Gureak Innovation Manager, discussed a number of their recent new businesses, a variety of new initiatives offering far more than industrial or packaging jobs. These included:

- Bakery: a recently opened with a staff ratio of one to one, employing people with special support needs (intellectual disabilities and mental health diagnosis) and other disabilities without special support needs.
- Supermarket: employing 10 people with disability. When they took over the supermarket it employed 5.5 able-bodied people.
- AI: employing people with a disability to sit alongside the AI platform to answer questions that the bot can't answer. This helps train the algorithm to improve the answers overtime.
- Mailing: a cancer-checking service mailing, checking with artificial vision that the information and packages received match.

Gureak receive from the government more than 50 per cent of the minimum salary and an exemption of Social Security payments. Government subsidies are less than 20 per cent of their funding, and the company depends on sales for sustainability. Management is focused on the balance between business and personal pathways. They know they need to be competitive in the market and need to add value through products and services. They are not a low-cost labour provider but invest in research, development and technology.

This is illustrated by the fact that, of their 6000 employees, more than 1000 are in the automotive industry. This is a highly technology-focused product stream. They use advanced plastic and advanced cabling technologies to deliver product to their automotive industry clients. Of note, 70 per cent of their sales are to export markets, with only 12 per cent of their industrial business into the Basque region.

Spain has a quota system for companies with over 50 employees. These companies have to hire two per cent of people with disabilities and will in turn receive government funding to support people. Jon Ander explains that there are not enough incentives (only 30 per cent of social security exemption, no salary compensation) for companies to employ people in mainstream employment. Therefore, there are very low rates of transitioning people. There is also very low compliance: 84 per cent of companies with over 50 workers in Spain do not comply with two per cent and neither does 90 per cent of the Public Administration. Only 200 people have ever transitioned from Gureak into mainstream employment with stable contracts. Alternatively, and with a certificate of exceptionality from Lanbide (Labour Authority), the company (of over 50 employees) can:

- contract services with Special Employment Centres (like Gureak) creating employment indirectly (social procurement)
- create a labour training model for the SEC with a commitment to direct hiring
- make a donation to a Foundation for employment training projects.

According to Jon, companies that employ people with disability do so for their own motivation rather than for any economic advantage.

Lessons and Opportunities for Australia

A sales and growth focus has enabled Gureak to prosper and create more employment opportunities. Manufacturing is a key offering. Australia has a reducing manufacturing industry base due to high costs of labour. However, the employment support service providers are still manufacturing partially because of lower wage costs. Technology is a main driver for Gureak.

Australia has a depth of capability that could be focused towards employment opportunities for people with a disability, through investment in technology to achieve efficiency gains in manufacturing. Integrated alongside the lower labour costs, these are potential avenues to explore for Australian employers.

Further, the quota system lacking incentives or penalties is resulting in minimal mainstream employment transition outcomes in Spain. Australia needs to consider these implications and opportunities to introduce new measures to increase these mainstream employment outcomes.

Of note is the European Union's launch in 2021 of their new ambitious [EU Disability Strategy for 2021-2030](#). The UN is making recommendations that are highly influenced by the trade unions. Recommendations are focusing more about mainstream employment opportunities for people without severe disability and not taking into account people with disability with greater support needs.

When asked about the impact of the government investment of disability employment support, Jon Ander explained that their model and wage subsidy combined with their export sales, means that the subsidised wages creates an export income for the economy. When asking Jon what this might look like in terms of a Social Return on Investment (SROI), Jon explained that as an impact measure, Gureak pay government in taxes what they receive in subsidies plus a three-fold tax increase from their business supply chain. So ultimately the public money invested on employment active policies (funding for employment) instead of passive ones (pensions) is multiplied. The following example from Jon explains:

Passive: If the public system invests 1.000 € in pensions, you get 1.000 € back into the market for consumption.

Active: If public system invests 1.000 € in funding employment, the business around it is about 5.000 € in the market (if public funding is about 20 per cent, it means business is five times funding), and directly and indirectly it generates tax payment of three times funding so, 3.000 €.

When the business generates exports products or services, the investment is further helping to generate income to the region from other countries.

Australia needs to consider and calculate the benefits to the economy of enabling and increasing the number of people with different abilities entering and remaining in the workforce. These calculations could also include the benefits of maintaining and growing the manufacturing that is occurring in current businesses.

Sweden

In Stockholm, the largest employer is Samhall, a state-owned company employing 26,000 people. The employees of Samhall are people unable to get jobs elsewhere due to their disability. However, Samhall doesn't register their disability; they focus on their abilities.

Over 70 countries have visited them in the last five years, including British and French governments wanting to learn and replicate their business model.

According to Albin Falkmer, the Director of Governance and Public Affairs at Samhall, their vision is to contribute to a Sweden where all individuals are seen as assets on the labour market. And their mission is to create meaningful and developing jobs for people with disability. This includes jobs on the mainstream labour market that prevent social exclusion and contribute to a sustainable Sweden.

Samhall have 25 occupational roles, with over 4 000 customers including a Volvo factory and more than 500 staff at the airport. A key outcome has been the 250,000 successful transitions over people into employment – within and external to Samhall. It is noted that some of the employment outcomes are because the employer is incentivized, and others because the Samhall employee has become employment-ready.

An employer receives an incentive in the form of an 80 per cent wage reduction, by employing the person with disability directly. However, some employers find employing a person with disability beyond their internal capability, knowledge and confidence to support the person. This is resolved by a job placement and outsourcing service delivered by Samhall to their customers. So the person is still employed by Samhall while contracted to work onsite at the corporate or government client.

Samhall has a target of transitioning six to seven per cent of their employees into mainstream employment annually. Two-thirds of their funding is state funding and they generate approximately AUD\$1.5 billion revenue. This state funding or subsidy is a calculation of the gap between the costs of delivery versus the market cost of the same service delivered by competitors. Everyone is paid equally. The lower productivity is covered by the government, who then subsidise the employer.

Albin provided an example of one person working in a cafe, but Samhall employs 3.5 people with disability to do the same job. They are paid the same, but the government covers the extra cost gap (of employing an additional 2.5 people).

Lessons and Opportunities for Australia

Having a single employer of people with disability focuses the energy and funding of government to the single entity. While this is unlikely in Australia, consolidation of the market into a smaller number of much larger providers could create efficiencies and increase employment opportunities.

The high number of employment transitions because the employer is incentivized is a key lesson for Australia: incentives beyond subsidies is a consideration. Wages are the same for all in Sweden. A wage subsidy is then available to employers, noting that the person is employed for their ability, not their disability. The Australian SESA represents a significant difference to the Swedish model of equal pay.

Thailand

Thailand has 65 million people, two million of whom have a disability and 50 per cent of these people are older than 60 years. Further research indicates that perhaps up to 3.7 million people in Thailand have a disability.

The challenge of this significant number of people is that 80 per cent of people with disability have low education or only up to primary school. Only 20 years ago, the government introduced mandatory education for people with disability. The flow-on affect is that young people are educated but older people are not. According to Supornthum Mongkolsawadi, Secretary General at the Redemptorist Foundation for People with Disabilities and a high-profile disability advocate, despite education opportunities, there is still discrimination at school and lack of accessibility and lack of transport capabilities. There are also few transitioning to work opportunities: some schools offer capabilities but few convert to successful employment pathways.

In 2007, the government introduced the quota system, whereby all organisations must reach a quota of one per cent of their workforce to be people with a disability. However, due to low education levels, there is currently not enough qualified candidates. Despite this, corporate has reached 100 per cent take-up of this quota system, while government is lagging on their targets.

The quota system includes the option to pay for people with disability to receive training for job-readiness, assistance to work, or upskilling internal capabilities (for example, staff to learn sign language). The quota system also includes buying products and services from an organisation employing people with a disability. The alternative is for the company to pay a fine and have it known that they didn't support the government's quota system.

To encourage compliance to the quota system, the government provides a tax deduction for employing a person with disability. The salary is based on a minimum wage which is the same for everyone.

Lessons and Opportunities for Australia

The quota system in Thailand increases the number of people with disability entering the workforce and entering mainstream employment. The quota system also increases the economic contribution of people with disability by incentivising people to purchase products and services from organisations employing people with disability or people running their own business. The quota system also contributes to raising awareness of the opportunities and capabilities of people with disability. Introducing a quota system in Australia (incentive rather than punishment) is a consideration to increase employment opportunities and pathways.

Denmark

The opportunities of transitioning from a 'work-first' to a 'career-first' approach in the context of Active Labour Market Policies (ALMPs) are underway in several countries. And part of this initiative is the recognition that inclusion in the workplace, especially for people with a disability, is seen as a competitive advantage. As detailed at the start of this report, ALMPs' are about incentivising work over welfare. This includes measures to increase the 'employability' of individuals, such as coaching and job search assistance, skills training, work placements, and programs to address obstacles to employment.

Historically there has been a focus on the supply side of the labour market, meaning jobseekers. Despite the importance of employers in the success of these ALM programs, the demand side (employers) has been largely absent from policies, causing a lack of engagement. By targeting the skills, attitudes, and motivation of jobseekers, while ignoring the role of employers, activation policies have failed to address the demand side of the labour market.

In Denmark, there has been an increasing active involvement of employers in promoting labour market participation of vulnerable groups. By integrating both supply-side and demand-side dimensions of ALMPs - Denmark has achieved success in employment outcomes through the role of employers in activation policies, which are designed to motivate unemployed individuals to actively seek jobs and develop their skills.

The main employer engagement approach (demand side) in Denmark is the Facilitation Approach. This approach aims to assist employers' recruitment practices by supplying an adequate and qualified workforce. It operates on a service-oriented model, addressing employers as clients and meeting their specific recruitment needs. The main policy instruments are 'carrots', incentives like free recruitment services, job training, and wage subsidies to encourage employers to hire jobseekers. This approach involves providing qualified and motivated labour to fill vacancies.

Denmark also adopts the Negotiation Approach to employer engagement. This approach broadens the role of labour market intermediaries and considers employer preferences and practices as negotiable, rather than fixed. The main policy instrument is information and persuasion. Employers are treated as partners or co-producers in activation programs and characterized by a mix of policy instruments, such as regulation, incentives and information. The main challenge in this approach is to match jobseekers with employers by changing employers' recruitment practices. Denmark offers various subsidies and incentives and tools, like job fairs, 'meet and greet' events, and vacancy databases to facilitate employer engagement.

Lastly, Denmark also adopts a 'Place then Train' approach whereby employers offer a position first, moving the training of people with different abilities from public training grounds into local workplaces.

Rather than introducing quotas, Denmark has encouraged employers to voluntarily engage in recruiting 'disadvantaged' jobseekers. This has seen the introduction of 'flexible jobs'. The labour market model, Flexicurity, is renowned for its ability to reflect the needs of employers while safeguarding the welfare of employees. The model has five core elements:

1. Employers can hire and fire at will, without excessive costs for dismissing employees. Litigation surrounding dismissals is uncommon.

2. Employees who join and pay subscription fees to an unemployment insurance fund get up to two years' (unemployment benefit) after losing their jobs.
3. The Danish government runs education and retraining programs and provides counselling services to get unemployed people back to work as quickly as possible.
4. The government provides a subsistence allowance for people who lose their livelihood due to illness, divorce or unemployment, and who does not qualify under other social welfare schemes such as pension or unemployment benefit.
5. Job Rotation (JR) is a key theme, which is designed to enhance the skills base of businesses while maintaining production levels. It involves the unemployed acting as substitutes for employees undergoing vocational or other forms of training. There are strong linkages of welfare-to-work and lifelong learning policies through the JR model, emphasizing the need for organisations to make necessary adjustments for integrating newcomers into the workplace.

Lessons and Opportunities for Australia

Denmark has introduced a specific labour model – Flexicurity, that adheres to its principles and compliance separate to their other models. Australia has a model of employment and labour compliance that does not suit all cohorts, but lacks the flexibility to bend and flex to suit. A specific category of employment regulation in Australia may benefit employment of people with different abilities.

In Australia, the Active Labour Market Policies (ALMPs) are not conducive to providers working together to enable better outcomes for the person with a disability. The employer engagement (demand) side of the relationship is lacking in many areas of industry and especially SME markets across Australia (Australian firms employing between one and nine employees make up 95.3 per cent of all firms). Improving these demand-side expectations and relationships could see a significant increase in employment of people with disability.

United Kingdom

Much like Denmark, the overall policy approach in the UK over the past twenty years has been towards a 'job matching' model, aiming to improve the flow of information between the Personalised Employment Support (PES), employers, and claimants, and training claimants to better match employer vacancies.

The UK's contract and payment models of Outsourced Model of Service Delivery have traditionally discouraged collaboration between service providers by fostering intense competition. Providers have needed to adapt their service delivery to meet the needs of employers in this competitive environment. However, to service both jobseekers and employers effectively requires cooperation between providers.

In recent years, there have been efforts to encourage greater collaboration and cooperation among service providers. Recognising the importance of working together to meet the diverse needs of jobseekers and employers, steps have been taken towards partnerships and coordination.

These efforts include:

- Joint working agreements: providers are encouraged to establish agreements and partnerships to coordinate their efforts, share resources, and provide more comprehensive services to jobseekers.
- Collaboration frameworks: government introduced frameworks and guidelines to promote collaboration between service providers. These frameworks aim to facilitate information sharing, joint planning, and the development of innovative solutions.
- Sector-wide coordination: various organisations and industry bodies involved in facilitating cooperation and collaboration among employment service providers. They work to align strategies, share best practices, and promote a more integrated approach to service delivery.

Historically in the UK, the ALMP has had a work-first system that encourages jobseekers to accept any available job. Poor-quality jobs have been a persistent issue, and low-paid workers often lack opportunities for training and development. As a result of these issues, there has been a shift in policy-making towards prioritising the quality of jobs. The focus has shifted towards 'good work', which incorporates elements like progression opportunities, job security, decent pay, and job satisfaction.

Again, a new publication, 'Employer Engagement – Making Active Labour Market Policies Work', cites an employment partnership that created 'good work' for their employees. The partnership with an intermediary enabled Midstore (a retail supermarket chain) to develop a model of recruitment and selection for the long-term unemployed in the regions of their store locations. This partnership led to the creation of 'academies'; three-week pre-employment training courses tailored specifically for Midstore. The introduction of the Work Programme at Midstore led to a shift from informal recruitment methods to a more structured approach. This new approach focused on the candidate's aptitude for customer service rather than technical aptitude. The partnership with the intermediary also addressed concerns about the lack of workforce diversity in many of their stores, which was a result of the previous informal recruitment practices. Once rolled-out, managers at Midstore had a positive perception of the Work Programme, stating that it brought in high-calibre people and improved the overall quality of recruits. The data indicated a successful partnership with the intermediary, with the number of job starters retained for up to six months in 2013 being over 80 per cent higher than the national average and Midstore's own annual staff retention.

Lessons and Opportunities for Australia

Australia currently has a focus on wages and less about 'good work'. The focus on wages needs to be balanced with what people with different abilities are seeking and consider 'good work'.

Recent discussions in Australia have highlighted that the productivity review of a person's ability could benefit from an increased focus on an employee's aptitude for customer service rather than technical aptitude.

Israel

Shekulo Tov Group is an Israeli not-for-profit that provides person-oriented vocational engagement to over 4200 service users, primarily people with complex psycho-social disabilities. Currently 1350 people work in employers-employee relations with over 500 partnering employers. The Shekulo Tov Group uses data to inform their practices and partnering with employers to create the best outcomes for people with different abilities - with a focus on using data to monitor employment readiness and pathways. They use innovative measurement tools for self-evaluation, whilst making data-driven decisions, and maintaining improvements in vocational engagement services.

Their Integrative Unit Model (IUM) significantly increases the transition rate of people with complex disabilities from social service providers into the mainstream labour market. A central component of the IUM is the P3 Supported Employment and IPS model. P3 offers open market training from the early stages of vocational engagement. P3 consists of three components:

1. Preparation: building motivation, confidence, and skills
2. Placement: enabling a smooth transition into work while bridging the gap to supported employment
3. P3- Progress: support career development and advancement after successful placement.

The data-driven tools of the model includes:

- Pre-service measurement
 - This tool is used to answers questions such as:
 - Why do service users approach us?
 - What are their expectations?
 - Is one type of training more interesting for them than the other and why?
- During service performance:
 - Meaningful Vocational Practice (MVP) Index: The MVP allows measuring the quality and relevancy of services to the labour market. The results help examine the vocational journey on offer through criteria of Identity and Meaning, Variety, Continuity, and Relevancy. The MVP is accompanied by a Satisfaction Questionnaire and Transition Rate Index - to help training units celebrate success and improve services accordingly.
- Post placement: Meaningful Placement Measurement Index: This index measures the quality of mainstream labour market jobs available by salary, quality, and relevancy. It helps measure partnerships with employers, understand new trends, adjust training units, and support employment and career development services accordingly.

The focus of the Shekulo Tov Group is working in partnership with employers to determine how people with disability can fulfill economic and HR needs, candidates' selection, and internal training modules, and offer orientation, emotional support, and ongoing problem-solving.

Lessons and Opportunities for Australia

Working in partnership with employers occurs in Australia successfully, but this success is often linked to a remuneration for the ongoing employment of the person, rather than a needs-based on skills-based focus on retention and longevity.

New Zealand

The New Zealand Government has committed to replacing Minimum Wage Exemptions with a Supplement by mid-2025. The current Minimum Wage Exemptions (MWEs) allow employers to pay individual workers less than the minimum wage if the employee is "significantly and demonstrably limited by a disability" in carrying out his or her work requirements. Prospective employees applying for a permit are individually assessed by their employers, which determines what wage rate the employee will be paid. The rate is agreed between both employer and employee. Labour Inspectors provide a check that the assessments have been carried out by employers as they should be. MWEs are for a set period — usually two years — and need to be renewed (via an application) or the minimum wage (or higher) paid on expiry of the permit. A minority of people with MWE permits (three to four per cent) are working outside of Business Enterprises or disability support organisations. Most businesses in the mainstream labour market that employ someone with a MWE permit only have one employee with the exemption.

The changes coming in 2025 under the wage supplement approach would require employers to pay people with disability at least minimum wage. In return, employers would be able to receive a wage supplement from the government to assist with some of the wage costs for employees with disability who are eligible for a wage supplement. It is envisioned the wage supplement would be accessible to the same group accessing the MWE and those who would be eligible in the future.

Eligibility criteria include:

- employees must be demonstrably limited by a disability, even after their employer has made reasonable accommodations.
- the job needs to provide a real opportunity for the disabled person to contribute and use their abilities and skills (that is, not created solely as a means of occupying the person with disability at a rate heavily subsidised by the government).

Lessons and Opportunities for Australia

New Zealand is undergoing the same transformational change as Australia, noting that New Zealand has designed and committed to implementing changes necessary by 2025. Australia could engage with and learn from their New Zealand counterparts across all levels (government, employers, employees) to adopt and modify according to the New Zealand experiences. Noting that New Zealand does not have the same intention as Australia in relation to transition into mainstream employment.

Korea

The Korean government has a Department dedicated to employment for people with disability, KEAD: Korea Employment Agency for Persons with Disabilities. This Department has a focus on working with businesses to employ more people with disability. They work with companies on their development and application of Disability Inclusion Diagnosis Tools, provide support to enable people with disabilities to work from home. Significant research has also been conducted on workplace standards and public perception.

Korea has a quota system for employers, known as the “Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities“. This legislation requires the hiring of people with disability to meet or exceed a certain portion of the workforce. National and local governments, operators of public entities and private entities employing 50 or more people are required to fill a portion of their workforce with people with disability. And a fee is incurred if these obligations are not met.

Korea also provides support for organisations focusing on employing a large number of people with disability who experience difficulty in finding employment in the general labour market. The requirements and commitments from government include:

- The number of workers with disability must be 10 or more
- Employment of people with disability and more severe disability at a rate of 15 per cent or more
- Priority purchase by public institutions (social procurement)
- Reduction of income tax and corporate tax
- Payment of free support for the people requiring on-the-job support
- Financial support of up to \$1m (AUD), dependant on number of new employees
- Payment of expenses required for installation, purchase, repair, and improvement of work facilities auxiliary facilities, and convenience facilities for the employment of people
- Lending products for disability employment facilities to encourage disability employment. By lending to employers for expenses related to installing, purchasing, or repairing work facilities, or amenities related to employing people with disability
- Part of the wages of experts hired for employment and personnel management of employees with disability

Lessons and Opportunities for Australia

Korea is another country that has quotas set for employers in employing people with disability. More analysis needs to be undertaken to determine for Australia the opportunities, potential impact on businesses and benefits for people with disability facing barriers to employment. Sitting alongside the quota system, Korea has provided a number of financial incentives and significant government-led programs of support to enable the employer to meet the quotas. This centralised approach is significantly different to the de-centralised and fragmented model in Australia.

Summary

This research paper discusses the practices and systems in place in various countries and regions, including the USA, Canada, the Basque region, Sweden, Thailand, Denmark, the United Kingdom, Israel and South Korea to support employment for people with disabilities. These international examples demonstrate the importance of collaborative efforts to increase disability employment and promote the inclusion of people with disability in the workforce.

Comparison with Australian practices is considered, comparing international practices with those in Australia, questioning whether the Australian system allows as many adults as possible to participate in work.

The research emphasizes the importance of collaborative efforts between governments, businesses, and disability organisations to increase disability employment and promote the inclusion of people with disability in the workforce. By working together, governments, businesses, and disability organisations can help to break down the barriers that prevent people with disability from participating fully in the labour market.

Whilst acknowledging that disability employment remains a challenge, the research highlights positive initiatives aimed at increasing employment opportunities and promoting inclusion. Transformational changes in the sector are reviewed including progress of initiatives in areas of tax reform, employment incentives, and corporate commitment. Opportunities for Australian supported employment providers to learn from these initiatives are summarised.

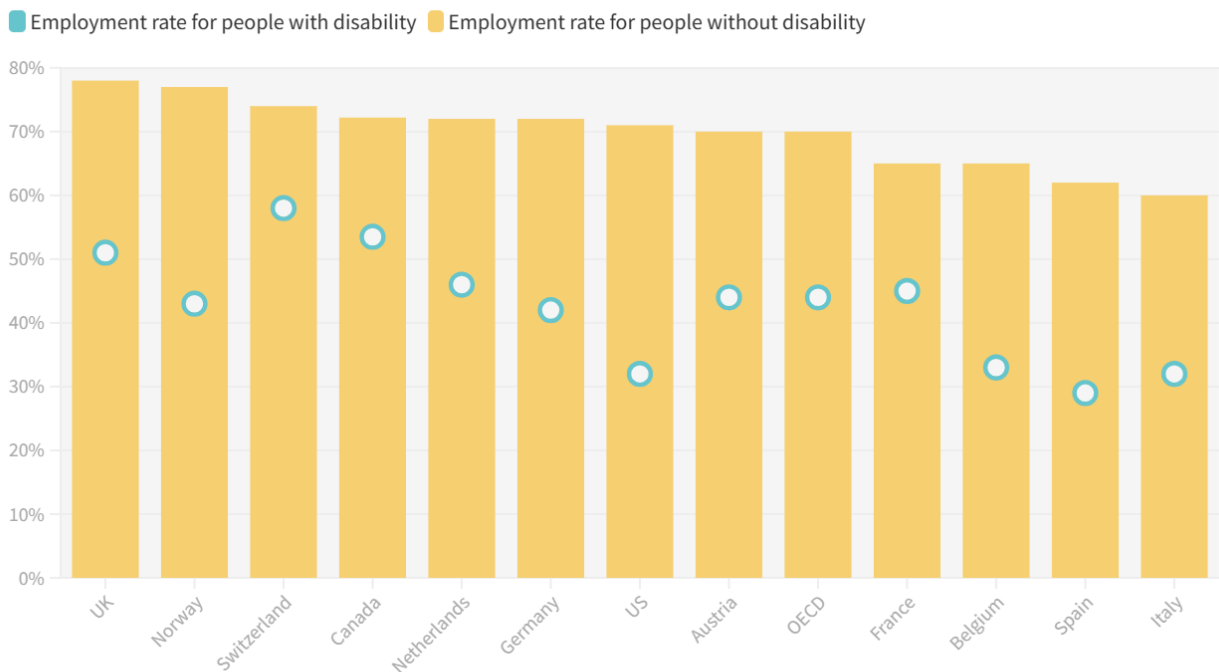
In conclusion, while disability employment remains a challenge, there are a number of positive examples of initiatives aimed at increasing employment opportunities and promoting the inclusion of people with disabilities in the workforce. By building on these initiatives and working together, we can create a more inclusive and diverse labour market for people with disability.

Appendix

Appendix 1: OECD disability employment rates

Employment rate of people with disability remains stubbornly low compared to people without disability

Year = 2019 or latest year available



Source: OECD

Note: Data cover people aged 15-69.

[Disability, Work and Inclusion: Mainstreaming in All Policies and Practices | en | OECD](#)

Appendix 2: Ranking of OECD countries employment of people with disability

The 35 OECD countries ranked according to their employment rate of people with disability in 2011. (Q = Quota, NQ = No Quota). Main source is the Eurostat News Release, [Situation of people with disabilities in the EU, 2014](#).

1. Switzerland	69.0%	NQ
2. Iceland	66.9%	NQ
3. Sweden	66.2%	NQ
4. Luxembourg	62.5%	Q
5. Finland	60.8%	NQ
6. Austria	60.3%	Q
7. Israel	57.0%	Q
8. France	56.2%	Q
9. Germany	51.5%	Q
10. Portugal	51.0%	NQ
11. Latvia	50.8%	NQ
12. Estonia	49.5%	NQ
13. Australia	47.7%	NQ
14. United Kingdom	47.6%	NQ
15. Mexico	47.2%	NQ
16. Slovenia	47.0%	Q
17. Denmark	46.7%	NQ
18. Italy	45.6%	Q
19. Canada	45.0%	NQ
20. New Zealand	45.0%	NQ
21. Spain	44.3%	Q
22. Netherlands	42.7%	NQ
23. Norway	42.0%	NQ
24. Japan	41.9%	Q
25. Turkey	41.1%	Q
26. Belgium	40.7%	NQ
27. Czech Rep	38.6%	Q
28. Greece	35.5%	NQ
29. Korea	35.5%	Q
30. Poland	33.9%	Q
31. Slovak Rep	31.9%	Q
32. Ireland	30.0%	Q
33. United States	27.0%	NQ
34. Hungary	23.7%	Q
35. Chile	N/A	NQ

Rates cited are from 2011 (except: Australia 2012, Canada from 2012, Israel from 2013, Korea from 2012 and New Zealand from 2013, and Mexico 2004)

Appendix 3: Reference list and interviews

People	Country	Company
Albin Falkmer	Stockholm	Samhall
Jon Ander	Spain	Gureak
John Kelly	USA	PCSI Professional Contract Services Inc.
Mark Kessler	USA	Global Connections to Employment (GCE)
Kim Lewis	Texas, USA	Goodwill Industries of East Texas
Supornnum Mongkolsawadi	Thailand	Mahatai
Michael Wirth-Davis	Minnesota, USA	Goodwill-Easter Seals Minnesota
Jo Jessop	Brisbane, Australia	Multicap
Phil Hayes-Brown	Keysborough, Australia	Wallara
Kate McSweeney	Washington DC	ACCSES
Ophir Peleg	Israel	Integrative Unit Model

Websites, articles, books and research papers

[‘14© ‘When Good Intentions Lead To Bad Results’](#) .

[Ending 14\(c\): Paying a Fair Wage to People with Disabilities - Autistic Self Advocacy Network \(autisticadvocacy.org\)](#)

[A new ambitious EU Disability Strategy for 2021-2030 | News | European Parliament \(europa.eu\)](#)

[Pattaya Redemptorist Technological College for People with Disabilities – Father Ray Foundation \(fr-ray.org\)](#)

[Bristol University Press | Employer Engagement - Making Active Labour Market Policies Work, Edited by Jo Ingold and Patrick McGurk](#)

[Webinar- Employment Pathways for people with a disability: Lessons learned from the United States - YouTube](#)

[Connecting Pathways to Employment with the Work Integration Social Enterprise \(WISE\) Model | CSI Working in Denmark | The famous Danish labour market model](#)

Links in paper:

Canada, the government runs the Enabling Accessibility Fund: [Enabling Accessibility Fund](#)

Workforce Recruitment Program (WRP) in the United States: [Workforce Recruitment Program \(WRP\)](#)

UK government offers the Access to Work scheme: [Access to Work](#)

German government implemented the Integration through Labour Market Measures program: [Integration through Labour Market Measures program](#)

Employment Inclusion for People with Disabilities" project in the European Union: [Employment Inclusion for People with Disabilities](#)

Enabling Employment Partnership (EEP) in Europe: [Enabling Employment Partnership \(EEP\)](#)

Japan, the government operates the Employment Measures for Persons with Disabilities program: [Employment Measures for Persons with Disabilities](#)