



Grant Agreement n°101121658

Deliverable 2.1

Booklet of successful B2B partnerships



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Introduction

The project **Buy WISEly** overall aims at enabling Work Integration Social Enterprises (WISEs) and mainstream businesses (MBs) in involved countries to **design, foster and implement transactional partnerships**, including trade relationships, for sustainable buy social B2B market to respond to the several identified needs and **address current shortages of the labour market by using a holistic approach**.

The specific objectives are:

- To raise awareness on added values of “buy social” B2B markets as well as of WISEs towards MBs
- To encourage the involvement of MBs to support up/re-skilling pathways of disadvantaged groups to facilitate their access into the ordinary labour market
- To strengthen the operational and financial capacity of WISEs to cooperate with MBs, the so-called “trade readiness”
- To develop transactional partnerships through concrete actions between WISEs and MBs. Numerous activities are foreseen consisting of collection of good practices, capacity-building and awareness raising, engagement actions and strong exchanges between representatives of WISEs and MBs, sustainability and scalability actions to foster the long-term impact of the project outcomes as well as communication and dissemination.

The **consortium** is composed of ENSIE from Belgium (coordinator), arbeit plus (Austria), de omslag (The Netherlands), Consorzio Sociale Abele Lavoro (Italy), ISEN (Ireland), Wirtschaftskammer Österreich (Austria) and MKB Amsterdam (The Netherlands). RISE Romania, Social Entrepreneurship Association of Latvia, Transistor (Italy) and Dublin City Council (Ireland) are associated partners of the project.

Deliverable 2.1 aims to provide an **overview of good practices of transactional partnerships** already in place between Social Enterprises (SEs) and, in particular, Work Integration Social Enterprises (WISEs) and Mainstream Businesses (MBs). In addition to the participating countries Austria, the Netherlands, Italy and Ireland, the booklet encompasses good practices from other countries, including France, Spain, and Romania. All good practices were selected in the light of ensuring **upscaling potential** and include a short description analysing the elements leading to such successful partnerships.



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Austria

#sbk Soziale Betriebe Kärnten

Country	Austria
Partner	arbeit plus – Soziale Unternehmen Österreich
E-Mail	hemma.pertl@arbeitplus.at
Name WISE	#sbk Soziale Betriebe Kärnten
Name MB	Gigasport GmbH
Name Cooperation	Assembling of new bicycles & bicycle repair
Date	3.10.2023
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

#sbk Soziale Betriebe Kärnten offers a diverse selection of clothing, shoes, and accessories in the “second soul” shops, furniture manufacturing, and mass production in carpentry, as well as bicycle repair and rental services in the sports sector. The WISE provides market-oriented, temporary employment opportunities for job seekers. Employees receive social & educational support and training during their employment. Currently, 70 transitional employment positions and 15 training employment positions are offered. With around 200 containers, annually over 1,300 tons of used textiles are collected, and in consequence sold and recycled/reused. Small quantities are disposed.

Gigasport GmbH offers customers advice and sales of sports equipment in areas such as running, cycling, outdoor, water/winter sports, and more, with a total of 16 locations nationwide in Austria. Additionally, they operate an online store. The sports company is based in Styria.



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1.2 What does the cooperation look like?

#sbk Soziale Betriebe Kärnten GmbH, specifically the sports department, assembles new bicycles for Gigasport GmbH in Klagenfurt, Villach, and Spittal/Drau, and, upon request, repairs bicycles of customers. #sbk Soziale Betriebe Kärnten GmbH manages the new bicycle inventory and provides personnel for Gigasport GmbH to process orders.

1.3 How did the cooperation develop? Who approached whom?

The cooperation between #sbk Soziale Betriebe Kärnten GmbH and Gigasport GmbH was initiated by Gigasport GmbH over twenty years ago. Initially, it involved only assembling of around 200 children's bikes. It has since expanded to year-round bicycle assembly at the Klagenfurt, Villach, and Spittal/Drau locations, encompassing the entire bicycle range.

1.4 Who “buys” which products/services?

While Gigasport buys the services of #sbk – Soziale Betriebe Kärnten, the end customers are the clients of Gigasport GmbH.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

Approximately 2,500 to 3,000 bicycles are assembled each year in 2 locations, at Klagenfurt and Villach. The financial advantage for the WISE is that the cooperation comprises a pre-defined amount, which enables the WISE to generate own funds, a prerequisite for many WISES in Austria receiving funding from the Public Employment Service.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The cooperation between Gigasport GmbH and #sbk Soziale Betriebe Kärnten GmbH has been in place for 20 years and is covered by a contractual agreement.



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1.7 What are the results regarding the impact so far?

Over the years, the collaboration with Gigasport GmbH has intensified and expanded. Thus, #sbk Soziale Betriebe Kärnten GmbH has become a crucial partner for Gigasport GmbH, covering competence areas of Gigasport GmbH with professional expertise.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

This collaboration demonstrates how a successful partnership between a WISE and a commercial business can function sustainably. On the one hand, it ensures self-generated income, on the other hand it allows transitional employees to gain practical expertise in bicycle repair and assembling.

2.2 Which elements were relevant for establishing a successful cooperation?

Key was the technical expertise of #sbk Soziale Betriebe Kärnten's technical staff, recognized by Gigasport GmbH, and their thrive to support a Work Integration Social Enterprise.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

Over the years, no major obstacles or challenges have incurred, which is thanks to the ongoing constructive and reflective communication between the parties.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹ this cooperation?

In principle the area of bike repair and assembling could be a potential field for other WISES and bike or sports companies. In addition, between #sbk Soziale Betriebe Kärnten and Gigasport GmbH is a vision for a more intensive collaboration, which needs to be further elaborated.

3.2 Are there already ideas/plans for upscaling? In what way?

Yes, there are already ideas in place, around shipping and logistics.

¹ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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AQUA Mühle Vorarlberg gGmbH

Country	Austria
Partner	arbeit plus – Soziale Unternehmen Österreich
E-Mail	hemma.pertl@arbeitplus.at
Name WISE	AQUA Mühle Vorarlberg gGmbH
Name MB	Rheintaler Feldfrüchte (Rhine Valley crops)
Name Cooperation	Setup line: Preparing vegetables ready for processing
Date	04.10.2023
Link to online description	https://aqua-soziales.com/Aqua/Web/aqua.nsf/pages/AQUA\$Aqua

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

AQUA Mühle Vorarlberg gGmbH, as a social service company, strives to help people who, for various reasons, have not been able to participate in society or who are threatened with exclusion from society. The reasons are manifold and therefore require individual solutions. As an innovative Vorarlberg social company, AQUA Mühle offers a wide range of services in the social sector, which is constantly adapted to new requirements of society. The “A” in AQUA stands for the German word for work (**Arbeit**) and the second part “QUA” for qualification. These are intended to open up new perspectives for people. Mühle (mill) stands for residential care for people living with mental health conditions, which was started in 1987 in Mühlegasse (mill alley) in Frastanz. Vorarlberg stands for the region in which AQUA Mühle operates.

AQUA Mühle Vorarlberg employs around 230 people, as well as around 180 people in the department work&employment as transitional workers with temporary contracts.

Rheintaler Feldfrüchte (Allgäuer Agrar KG and the Schatzmann family), produce potatoes, onions, celery, beet, and various pumpkins. The field crops are produced according to the guidelines of



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the regional “Ländle” quality seal. The company supplies to restaurants, the catering industry, large-scale canteen kitchens and catering establishments, social institutions as well as wholesalers and various farm stores.

1.2 What does the cooperation look like?

AQUA Mühle prepares potatoes and red beets of Rheintaler Feldfrüchte at their site in Dornbirn and on site at Rheintaler Feldfrüchte. In October 2023, the cooperation expanded to involve another WISE “Kaplan Bonetti”. Together they peel, cut, cook, and vacuum-pack the vegetables and make them available to Rheintaler Feldfrüchten for sale or delivery to canteen kitchens.

1.3 How did the cooperation develop? Who approached whom?

There are various bottlenecks in the processing of regional vegetables in large canteen kitchens/catering establishments; the kitchens are no longer equipped for the preparation of vegetables in terms of space and personnel requirements. At the same time, the demand for regional foods is increasing. As a large communal caterer in Vorarlberg (AQUA Mühle produces around 2,500 meals a day in their canteen kitchen in Dornbirn), AQUA Mühle has started to cooperate with their regional supplier Rheintaler Feldfrüchte to find a solution for this bottleneck.

1.4 Who “buys” which products/services?

Rheintaler Feldfrüchte buys AQUA Mühle’s service, AQUA Mühle buys their vegetables.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

There is no direct financial advantage involved in the cooperation.



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1.6 How long has the cooperation existed? Is the cooperation formalised?

The idea of this cooperation was created in 2021 and 2022 and is at the moment practiced on small-scale-level with Rheintaler Feldfrüchte. A project outline has been developed and is available for implementation in the entire region of Vorarlberg.

1.7 What are the results regarding the impact so far?

With the cooperation, AQUA Mühle could increase its use of regional products. The Department of Agriculture of the Vorarlberg Regional Government is informed about the project idea. The apprentices in field vegetable production of “AQUA-organic farming” can gain experience with the cooperation partner, also transitional workers were already assigned to the site of Rheintaler Feldfrüchte. This allows Rheintaler Feldfrüchte to get to know transitional workers and in case of interest to take over some of them.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

In this pilot-cooperation, the project could be tested and further developed. The aim is to implement a regional project preparing vegetables and thus increase the proportion of regional vegetables in Vorarlberg's communal catering.

2.2 Which elements were relevant for establishing a successful cooperation?

Trust, high quality goods, reliable service, and enthusiasm for improvement.



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2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

Still challenging are storage logistics as well as seasonal-changing volumes when it comes to harvesting and processing. AQUA Mühle has not yet found a satisfactory solution and is working with interim solutions.

III. Upscaling Potential

3.1 What possibilities exist to upscale² this cooperation?

The concept of a regional and central preparation of vegetables for Vorarlberg has been already elaborated and is in principle also transferable to other regions.

3.2 Are there already ideas/plans for upscaling? In what way?

A regional preparation of vegetables in Vorarlberg increases the regional share of products and strengthens the local agriculture & vegetable production:

Vegetables from different farmers in the region for large canteen kitchens, central processing (preparation of vegetables) according to the needs of the kitchens, with the potential to provide staff at short notice to cover production peaks. In addition, it has the potential to provide skilled and semi-skilled workers for recruitment.

Added value and work can be kept in the region and with that AQUA Mühle contributes to link Vorarlberg's agriculture and its gastronomy.

² scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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JobTransFair

Country	Austria
Partner	arbeit plus – Soziale Unternehmen Österreich
E-Mail	hemma.pertl@arbeitplus.at
Name WISE	JobTransFair
Name MB	boulderbar GmbH
Name Cooperation	
Date	October 2023
Link to online description	Link

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

JobTransFair is a non-profit organisation dedicated to permanently employing individuals facing disadvantages in the job market. This is achieved through consultation, employment, and “fairPlacement”, which involves assigning them to one of over 10,000 partner companies in the Vienna area. Currently, JobTransFair has around 160 permanent employees.

boulderbar GmbH operates bouldering facilities at four locations in Vienna, and one each in Salzburg and Linz. The organization prides itself on being colourful and diverse, with the aim of building an active bouldering community.

1.2 What does the cooperation look like?

Within the frame of non-profit placement, JobTransFair assigns employees to boulderbar and supports them during the period of assignment (up to 6 months) through counselling and guidance. For boulderbar, JobTransFair serves as the link to motivated individuals who are structurally disadvantaged in the labour market and whom the organisation wants to employ as part of their social commitment.



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1.3 How did the cooperation develop? Who approached whom?

After the so-called refugee crisis in 2015, boulderbar aimed to become a socially conscious company and to support and to integrate the newly arrived people in Austria. JobTransFair helped realising this aspiration. It is challenging to determine the exact origin of the cooperation. Usually, the original contact is initiated by JobTransFair when a person receiving guidance sees an interesting job opportunity, and the counsellor of JobTransFair refers them to the company.

1.4 Who “buys” which products/services?

Non-profit-placement is not directly linked with selling a product or service. JobTransFair employs and supports the people, while assigning them at lower cost to an interested company, with the aim that the company takes them over in their regular workforce. The company pays a fee and obliges to train people that require more time than others.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

No, or within the usual framework, as mentioned above.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The cooperation has been in place since 2017 and is not (yet) formalised.

1.7 What are the results regarding the impact so far?

The first person assigned by JobTransFair to boulderbar is nowadays Head of Technical Services and served as link to the Syrian community. Many individuals from this community could be assigned to boulderbar since then.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Particularly evident in the good collaboration with boulderbar is the multiplier effect. Non-profit placement, combined with an open and committed cooperation partner, is especially effective in providing employment for a group of individuals who would otherwise struggle to find opportunities in the labour market. The advantages of JobTransFair's can be utilised to good effect. There is a very good corporate culture at boulderbar, which makes it possible to take on a wide variety of people.

2.2 Which elements were relevant for establishing a successful cooperation?

The aforementioned open corporate culture and the company's existing social standards with regard to its employees, as well as their openness to suggestions.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

In this cooperation, there were no specific challenges that differ from those in other partnerships within the framework of non-profit placement.

III. Upscaling Potential

3.1 What possibilities exist to upscale³ this cooperation?

The principles of non-profit placement can be scaled up effectively, to other sectors, or regions, and this is already happening in practice.

3.2 Are there already ideas/plans for upscaling? In what way? /

³ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Schmiede – Zukunft + Arbeit

Country	Austria
Partner	arbeit plus – Soziale Unternehmen Österreich
E-Mail	hemma.pertl@arbeitplus.at
Name WISE	Schmiede – Zukunft + Arbeit (Smithy – future and Work)
Name MB	HerBios
Name Cooperation	Herbios Vertikalgarten GmbH (vertical bed)
Date	21.09.2023
Link to online description	HerBios

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Schmiede – Zukunft + Arbeit developed from the project "Alte Schmiede" at the beginning of 2019. Contractual partners are the AMS Niederösterreich (regional Public Employment Service) as funding provider and the municipality of Korneuburg. The Schmiede is a non-profit employment project and offers services in the field of green space maintenance, kindergarten care and libraries. In addition, social work is an elementary aspect of their work. The Schmiede works with six key staff and offers up to 14 places for transitional workers with supportive needs.

HerBios: The idea for Herbios vertical beds came to Jürgen Herler during his work in marine research. The goal was to find a way to reduce dependence on industrial agriculture and thus the use of fertilizers. Herbios is an emerging start-up with a vision to enrich cities with edible greenery. HerBios therefore offers vertical green beds, as well as so-called "climate terraces". Herbios vertical beds are multifunctional design elements that simultaneously produce food in an ecological way (without heating, lighting, and artificial fertilizers). HerBios currently has 9 employees.



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1.2 What does the cooperation look like?

The Schmiede prepares the vertical beds for HerBios and assembles the beds. Currently, they are exclusively stored in the Schmiede during this process.

1.3 How did the cooperation develop? Who approached whom?

In 2022, the Schmiede organised a company outing to HerBios as part of its "Schmiede-garden - project". It was during this outing that the idea of a collaboration first arose, and Herbios subsequently approached the Schmiede with a view to starting such a collaboration.

1.4 Who "buys" which products/services?

HerBios outsources the preparatory work and the assembly of its vertical beds to the Schmiede. The Schmiede also invests its own material in this co-operation.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

As the collaboration only started in 2023, there is no final statement yet. In 2023, the Schmiede earned less than EUR 10,000 from this cooperation. For the Schmiede, this income counts as "self-generated", which is a prerequisite for funding of most of the WISES by the Austrian Public Employment Service.

1.6 How long has the cooperation existed? Is the cooperation formalised?

HerBios and Schmiede have a classic cooperation agreement. The Schmiede is currently "on call" and is waiting for further orders from HerBios.

1.7 What are the results regarding the impact so far?

The Schmiede was already involved in the 'wood workshop' area before initiating this collaboration, but this work was professionalised through the cooperation. There are now two



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permanent positions for transit workers in this area, with up to 4 transit workers working in this area at peak times. In addition, the accounting formalities have been adapted and further developed.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

From the Schmiede's point of view, this project is pioneering work in the field of ecological sustainability and gardening. The professionalisation of the WISE and the gain in know-how should not be underestimated.

On an interpersonal level, there has been joint growth with HerBios.

2.2 Which elements were relevant for establishing a successful cooperation?

See also 1.3 The decisive factor for the co-operation was a company outing of the Schmiede to HerBios. Many joint discussions on quality standards, billing modalities, storage options and many other topics were necessary and built up the necessary trust. Also the Schmiede's other funding agencies were immediately on board and supported the cooperation.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

As described in point 2.2, it took many discussions in the run-up to the cooperation to realise the project in this way.



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III. Upscaling Potential

3.1 What possibilities exist to upscale⁴ this cooperation?

It would be possible for the Schmiede to expand the collaboration; at present, this decision depends primarily on the order volume of HerBios.

3.2 Are there already ideas/plans for upscaling? In what way?

The Schmiede is not currently planning any specific cooperation with another company in a similar area. However, they already clean grass verges and undertake packaging activities in the area of fishing supplies.

⁴ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Ireland

EPIC Social Enterprise

Country	Ireland
Partner	ISEN
E-Mail	info@epicsales.ie
Name WISE	EPIC Social Enterprise
Name MB	Teach Spraoi
Name Cooperation	
Date	October 2023
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

EPIC - gives work experience and employment opportunities to those who have found it difficult to access the labour market as a result of prior criminal convictions, or who are in recovery from addiction.

Teach Spraoi – a local crèche and Montessori school in Wexford

1.2 What does the cooperation look like?

EPIC provide staff uniforms and pre-school graduation t-shirts to the business.

1.3 How did the cooperation develop? Who approached whom?

Teach Spraoi approached EPIC after a referral from another business.



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1.4 Who “buys” which products/services?

Teach Spraoi buys staff uniforms – zip up hoodies and polo shirts – and also graduation t-shirts for children finishing pre-school.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The cooperation is about 5% of EPIC’s annual sales. EPIC gains financially from the cooperation in terms of number of sales and increased profit margins.

1.6 How long has the cooperation existed? Is the cooperation formalised?

Since 2020. Not a formal cooperation but they keep a minimum amount of the staff uniforms in stock so that we can guarantee a quick turnaround.

1.7 What are the results regarding the impact so far?

Apart from the financial gain, the MB has made a number of referrals to local sports and youth groups. This has resulted in increased business for the Work Integration Social Enterprise.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Raising awareness and acceptance in the local communities about EPIC and why they do what they do. Teach Spraoi has made a number of recommendations that have resulted in new business for EPIC.

2.2 Which elements were relevant for establishing a successful cooperation?

Quality at competitive prices. Customer service. Ability to deliver to deadlines



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2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

-

III. Upscaling Potential

3.1 What possibilities exist to upscale⁵ this cooperation?

Limited to size of the organisation. But possible recommendations to other crèches / playschools for workwear

3.2 Are there already ideas/plans for upscaling? In what way?

Not at present

⁵ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Shuttle Knit CLG

Country	Ireland
Partner	Shuttle Knit CLG
E-Mail	info@shuttleknit.ie
Name WISE	Shuttle Knit CLG
Name MB	Eriu
Name Cooperation	Blanket embroidery.
Date	October 2023
Link to online description	https://shuttleknit.ie/ and https://eriu.eu/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Shuttle Knit is a WISE founded in 2001 in Wicklow Town by Wicklow Traveller Group to provide employment to Traveller women⁶. The Work Integration Social Enterprise employs 11 traveller women to design, create and sell beautiful handmade knitwear, and they work in partnership with people from the settled community.

Eriu is a Wicklow company selling Irish knitwear internationally; they use only Irish wool and aim to restore the ancient legacy of wool production in Ireland.

1.2 What does the cooperation look like?

Eriu makes woollen blankets and sells them to a boutique hotel in the Caribbean. Shuttle Knit embroiders the hotel logo on the blankets before they are shipped to the hotel.

⁶ Traditionally, Traveller women worked by selling door-to door, at markets and fairs. However, recent legislation has created barriers that prevent Traveller women selling in the ways in which they did in the past, and so they needed to adapt and change.



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1.3 How did the cooperation develop? Who approached whom?

Eriu contacted Shuttle Knit; both companies are in Wicklow and Shuttle Knit fits with Eriu's brand identity as local, authentic, and handmade.

1.4 Who "buys" which products/services?

Eriu pays Shuttle Knit for their embroidery service, i.e. embroidering logos etc as required by the future customer of Eriu. For example, a holiday resort in the Caribbean (owned by an Irish company), and Brown Thomas (an Irish department store) also stocks Eriu blankets with the option to embroider.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

Shuttle Knit has digital embroidery machines and charges for the embroidery services. One staff member has the role of embroidery, but when she is absent, the administrator and manager step in and do the embroidery. The Eriu blankets are fine and delicate, so the process of embroidering on them is tricky; great care is needed not to damage the blankets.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The possibilities were first explored in September 2022, with the first large order delivered in May 2023. The agreement is verbal, and not formalised in terms of contract.

1.7 What are the results regarding the impact so far?

Shuttle Knit has provided two bulk orders (300 items each) to Eriu thus far with the promise of more in future; they have discovered a new, reliable process to embroidering delicate crocheted items.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

The Shuttle Knit mission fits well with the Eriu brand. Both organisations focus on local, traditional, unique, and cultural heritage. The order is not high volume with a fast turn-over, rather it is careful and often slow. This approach suits Shuttle Knit as they rely on staff who are skilled and talented but have more challenges to overcome than the normal workforce.

2.2 Which elements were relevant for establishing a successful cooperation?

Good communication between the manager and the MB is essential. The cooperation and partnership were discussed and agreed upon.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

On Shuttle Knit's side, the main difficulty was finding a way to embroider effectively and clearly, as the blankets are pure wool, and crocheted. Meaning they are quite delicate, and loosely stitched, and machine embroidery can damage the integrity of a fine knit.

Through extensive research by the manager, and much testing and communication with Eriu, it was discovered through some trial and error that stabilising material was needed on both sides to protect the blankets from damage during the embroidery process. This material is also soluble (as opposed to normal 'tear-away' stabilisers), so after careful light rinsing the integrity of both the blankets and embroidery stitches remain.



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III. Upscaling Potential

3.1 What possibilities exist to upscale⁷ this cooperation?

Eriu are currently in negotiations with the parent company of the resort they already supply as they own other resorts and businesses that may require similar products with embroidery provided by Shuttle Knit.

They are also in contact with retailers around Ireland.

3.2 Are there already ideas/plans for upscaling? In what way?

No concrete plans apart from what is mentioned above.

⁷ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Speedpak

Country	Ireland
Partner	Irish Social Enterprise Network
E-Mail	projects@socent.ie & info@socent.ie
Name WISE	Speedpak
Name MB	Bewleys
Name Cooperation	
Date	October 2023
Link to online description	Speedpak Contract Packing & E-Commerce Order Fulfilment Speedpak Group - Social Enterprise Trading. Training. Transforming. Bewley's Tea & Coffee Buy Ireland's Top Quality Tea & Coffee Online bewleys.com

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Speedpak Group is an award-winning, Dublin-based Work Integration Social Enterprise. They were originally founded by a local development company Northside Partnership and the business community with the purpose then, as now, to address the issue of high long-term unemployment in the city's most socially and economically disadvantaged areas on Dublin's Northside. Over the past 28 years, the company built two commercial businesses, Speedpak Contract Services (www.speedpak.ie) and Shamrock Rosettes (www.shamrockrosettes.com) to support long term unemployed people get back to work by providing real work experience, accredited industry training, mentoring and tailored supports. From their experience the combination of trading and training transforms lives. Transformative in that trainee's secure greater financial independence through employment and job resilience through education and training. Since their foundation they have employed and trained over 1550 people, making a significant social impact to individuals and families in these communities.



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Established in 1840, Bewley's is Ireland's leading coffee and tea company. As an independent, family-owned business, they focus on the quality and craft of their coffee and tea. They source sustainable, Fair-Trade products that are locally roasted and blended in Northern Cross, Dublin. As an Irish business they believe their products connect people and their communities over their favourite 'cuppa'.

1.2 What does the cooperation look like?

Bewleys is one of a number of long-standing customers of Speedpak Contract Services who provides a contract packaging and logistics service to Bewleys. They are located in close proximity to Speedpak on Dublin's Northside. They share similar values. Their products and services are built around community, they employ local people, and they are committed to ethical and sustainable practices

1.3 How did the cooperation develop? Who approached whom?

Speedpak approaches business development the same as any other mainstream business would. They promote the quality of their manufacturing support service and customer care as their B2B customers want to know that they can deliver professionally, as specified and on time. They tender/quote for business as per any other service provider. The company only promotes their WISE credentials once they have established a track record of delivery or if it offers a competitive advantage to disclose. Sharing their WISE status can also afford the opportunity to build a pipeline of job opportunities for their trainees with their commercial customers.



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1.4 Who “buys” which products/services?

MB's, including Bewley's, buy a range for services from Speedpak Contract Services including:

- packing/promotion packing/ break bulk & pack
- wrapping, labelling, and barcoding
- kit assembly
- e-commerce order fulfilment pick, pack, and dispatch
- warehousing and stock management
- logistics

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

Annual contracts between Speedpak and Bewley's ranging from €5k to in excess of €100k per annum

1.6 How long has the cooperation existed? Is the cooperation formalised?

20 years

1.7 What are the results regarding the impact so far?

There are two primary outcomes. [1] The commercial contracts provide sustainable business, delivering impact through the employment of people in Speedpak Contract Services otherwise distant from the labour market. [2] When Speedpak Group secures social investment to co-develop innovative industry led programmes, Bewley's are a key industry partners, providing both technical input and external work experience and training places for trainees on the programme. – An example of this is the [Traineeship in Manufacturing, Supply Chain & Customer Service Logistics \(speedpak.ie\)](#). This was the first traineeship in the City of Dublin Education & Training Board.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

A WISE operating a commercial model of business development.

2.2 Which elements were relevant for establishing a successful cooperation?

Delivering an excellent service, at competitive but sustainable pricing. Shared values as a local employer in the community. Good working relationship. Proximity to each other.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

Commercial contracts secured from Bewleys are dependent on their commercial and outsourcing needs. This can be challenging as it can increase or decrease at relatively short notice. As a WISE the ideal is to have regular, on-going contracts that you can build quality processes and procedures. This reflects having a fluid workforce comprised of trainees with different skills and abilities who are recruited, not because they are the best employees for the job, but to provide them with commercial work experience and training opportunities leading to employment in the open labour market. Challenges faced by any business – remaining competitive while sustainable.

III. Upscaling Potential

3.1 What possibilities exist to upscale⁸ this cooperation?

-

3.2 Are there already ideas/plans for upscaling? In what way?-

⁸ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



Grant Agreement n°101121658

Together Academy

Country	Ireland
Partner	Irish Social Enterprise Network
E-Mail	projects@socent.ie & info@socent.ie
Name WISE	Together Academy
Name MB	Happy Out
Name Cooperation	Happy Out with Together Academy
Date	October 2023
Link to online description	Dun Laoghaire Baths – Happy Out Cafe

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Together Academy is a unique training and employment initiative aimed at providing young adults with Down syndrome specialised and individually catered skills training. They provide young adults with certified training, practical work experience, employment opportunities and a critical social and support network.

Happy Out is a group of cafes in Dublin. Happy Out started out as Bull Island's only cafe in 2017, a passion project for uncle and nephew combo, Karl McCullagh and Brian Hanratty. Simply put, it is a cafe built from two shipping containers on the edge of Dublin. Happy Out was created as a place for people to escape the city and chill out, sip on lovely coffee, munch away on tasty toasties and enjoy the amazing view of the infamous Poolbeg Chimneys.

Over the years they've been adding to their menu and the curiosity of a bigger kitchen got the better of them. While seaside locations will always be a firm favourite for Happy Out, they decided to look inland and stumbled across an exciting premise in Donnybrook.



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1.2 What does the cooperation look like?

The café in Dun Laoghaire is managed by Happy Out with them managing the day-to-day operations. The Together Academy provides staff, who are paid at the same hourly rate as the other Happy Out staff members. The Together Academy also provides support to the team through both their own Occupational Therapist and also OT student placement.

The profits from the café are shared between Happy Out and Together Academy.

1.3 How did the cooperation develop? Who approached whom?

When Together Academy set up their first café in the Wanderers Rugby Club, Brian Hanratty (owner of Happy Out) provided advice and support to the Together Academy team, based on his own experience of running cafes.

The former public baths in Dun Laoghaire, County Dublin had been renovated by the local authority and there was a public tender for an operator of the café in the new building. Together Academy did not have the experience and track record to tender for the contract on their own, so they approached Happy Out and subsequently submitted a joint tender, which was successful.

1.4 Who “buys” which products/services?

The general public buys the food & drink from the café, which employs its own team plus a number of people from the Together Academy.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The staff all get paid comparable wages, and the agreement is that the profits from the café will be shared between the two partner organisations.



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1.6 How long has the cooperation existed? Is the cooperation formalised?

The café opened in June 2023. The final details of the Memorandum of Understanding between the two partners is still being finalised.

1.7 What are the results regarding the impact so far?

Public visibility of young adults with Down Syndrome working in a busy commercial environment, providing them with great experience of work which builds on the training they previously received through the Together Academy.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

- Partnership between the two organisations.
- Example of collaborations in tendering for a public contract.
- People with Down Syndrome in paid roles working alongside colleagues from the mainstream business.

2.2 Which elements were relevant for establishing a successful cooperation?

Trust between the two organisations was crucial. A history of working together even though it was at a voluntary level prior. Two strong though different businesses that demanded the best from themselves and sought to partner with well qualified progressive partners. A daring approach to wanting to do something different believing that the community was ready for it and would welcome it. A lot of open communication and understanding about each other's strengths.

Not getting too upset/ overwhelmed by the task at hand. Having a strong, driven team to deliver.



2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

It is early days and so far, there have been no significant challenges. Formalising legally a previously friendly working relationship felt unusual but it's necessary.

Together Academy did diversity and inclusion training run by their vocational operational therapist to the whole cafe team to ensure they had a good understanding of the challenges young adults with Down syndrome might face. That training is ongoing and repeated. It builds confidence in the team and an understanding of the issues that might occur and how to assist to resolve them.

III. Upscaling Potential

3.1 What possibilities exist to upscale⁹ this cooperation?

There would be potential for the two partners to tender for other public contracts, in other locations, or for each partner to follow the same model but with other partners if there was agreement.

3.2 Are there already ideas/plans for upscaling? In what way?

Not at the moment. They want to make this venture a huge success for Happy Out and Together Academy. It is in its infancy, and they want to keep learning and supporting it before they look to scale/ expand.

⁹ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Italy

CSAL – BIG MAT

Country	Italy
Partner	CSAL – Consorzio Sociale Abele Lavoro
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Name WISE	CSAL
Name MB	BIG MAT DI DE TOMMASI BRUNO & C. S.a.s.
Name Cooperation	Over 50 and Disability in the logistics sector
Date	20/09/2023
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Consorzio Sociale Abele Lavoro (WISE) works steadily with MBs to promote the employment of disadvantaged people. CSAL is a small WISE of 15 employees and network of other productive Wises. Through active labour policy projects, it supports the unemployed in finding jobs in WISE and MB enterprises in the Turin area.

BIG MAT Di De Tommasi Bruno & C. S.a.S. is a big enterprise operating in construction industry. It supplies builders with materials in Italy and abroad through its warehouses. CSAL works with some of its branches in Turin and surrounding cities.

1.2 What does the cooperation look like?

It is an unwritten agreement, an occasional engagement between CSAL and BIG MAT, began with the occasion of a job placement of person with disabilities.



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BIGMAT hosted internships of people with disabilities from a CSAL's vocational training course of warehouse aide. Currently BIGMAT has reasoned with CSAL about hiring workers over 50 too.

1.3 How did the cooperation develop? Who approached whom?

CSAL and BIGMAT have known each other for 3 years and have always worked together to place disadvantaged people in jobs. In 2020 Big Mat were contacted by CSAL, which works on disadvantaged people work integration, to host a training's internship.

1.4 Who "buys" which products/services?

The service of selecting and accompanying disadvantaged people to work is funded by public projects and therefore CSAL receives funding against the results obtained. Companies that hire people therefore receive a free service. At the request of the company, the service can be offered privately and for a fee.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

CSAL works on public projects that fund the results of job placement of disadvantaged people. With each employment in the company, CSAL receives an economic bonus for the result.

1.6 How long has the cooperation existed? Is the cooperation formalised?

For 3 years but has never been formalized.

1.7 What are the results regarding the impact so far?

CSAL has not used impact tools, but it is definitely a collaboration that will increase the number of job placements over time.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Having built a path to job placement following a vocational training course aimed at people with disabilities, who move from theory to practical work in the company.

The path proposed by CSAL had a training nature. The constant exchange with the intern and with the CSAL's project tutor allowed to monitor the activity, and the skills and knowledge consolidated and acquired by the person, during the internship. Soft and relational skills are important to facilitate integration into the company: punctuality, communication between colleagues and with the company tutor, trust, and motivation. The tutoring of CSAL operators, in collaboration with the company tutor, is essential to consolidate the placement in the company and support person's skills and motivation. The path proposed by CSAL, a Work Integration Social Enterprise, in collaboration with a profit company, supports people with disabilities in acquiring skills and abilities, with all their limitations and difficulties to having disadvantaged elements.

2.2 Which elements were relevant for establishing a successful cooperation?

- MB's sensitivity to the inclusion and acceptance of disadvantaged people and willingness to structure a business organization to realise it.
- CSAL's effective job placement method with disadvantaged workers, functional to MB
- Keeping contact and communication alive at all times
- People with disabilities, especially those with long-term unemployment, and over 50, need a professional training to retrain and re-present themselves on the labour market.
- Tutoring is also essential for successful job placement and the re-acquisition of skills and abilities.



2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

At this time at the management level, BIGMAT's contact person has changed, and therefore CSAL is having difficulty re-establishing contact to continue cooperation with the company.

Commitments to improve collaboration: With the previous management with whom the collaboration started, the targets and tasks were focused on: disabilities and over 50 with warehouse roles, as CSAL trains with specific skills on that role.

The challenge is to continue with the new leadership to propose this mix of disadvantage and skills to strengthen the good practice of job placement in this enterprise.

III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁰ this cooperation?

BIGMAT is booming and has opened more stores in the area near Turin. CSAL should make itself available to monitor new staff recruitment needs and offer job placements appropriate to the new business environment.

3.2 Are there already ideas/plans for upscaling? In what way?

No, not at the moment.

¹⁰ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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CSAL – K4

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Name WISE	CSAL
Name MB	K4
Name Cooperation	Work-life balance for Women
Date	14/09/2023
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Consorzio Sociale Abele Lavoro (WISE) works steadily with MBs to promote the employment of disadvantaged people. CSAL is a small WISE of 15 employees and network of other productive Wises. Through active labour policy projects, it supports the unemployed in finding jobs in WISE and MB enterprises in the Turin area. K4 is a SME, carries out domestic and business cleaning services and employs 30 people on part-time contracts.

1.2 What does the cooperation look like?

It is an unwritten agreement, an occasional engagement between CSAL and K4 should WISE have in charge women job seekers (as well as men) interested in a part-time job placement pathway on the cleaning sector.



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1.3 How did the cooperation develop? Who approached whom?

CSAL and K4 have known each other for 10 years or more and have always worked together to place disadvantaged people in jobs. The focus on women in need has been defined lately since the company has grown in turnover and production. The cleaning industry is well suited to women as it offers flexible part-time work and can therefore be easily combined with family commitments. In addition, there are many women in Italy who have a rather low level of education and for whom cleaning is one of the few job opportunities.

1.4 Who “buys” which products/services?

The service of selecting and accompanying disadvantaged people to work is funded by public projects and therefore CSAL receives funding against the results obtained. Companies that hire people therefore receive a free service. At the request of the company, the service can be offered privately and for a fee.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

CSAL works on public projects that fund the results of job placement of disadvantaged people. With each employment in the company, CSAL receives an economic bonus for the result.

1.6 How long has the cooperation existed? Is the cooperation formalised?

For 10 years but has never been formalized.

1.7 What are the results regarding the impact so far?

They have not used impact tools, but it is definitely a collaboration that will increase the number of job placements over time.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Having focused the intervention on a new target compared to the disadvantage that usually gets CSAL. Female employment is the target of our action: in Italy this target has always been at risk of exclusion but only recently have labour policies focused on supporting female employment.

K4 was identified upstream because of its structure as a suitable organization for women's inclusion in employment.

2.2 Which elements were relevant for establishing a successful cooperation?

- MB's sensitivity to the inclusion and acceptance of disadvantaged people and willingness to structure a business organization to realize it.
- The trust between WISE and MB
- CSAL's effective job placement method functional to MB
- Keeping contact and communication alive at all times
- The common language shared despite differences in business cultures.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

- Difficulty in obtaining hiring results due to lack of requirements related to the cleaning task: women with poor Italian and family caregiving loads struggle to obtain driver's licenses.
- Without a driver's license, the enterprise does not hire the people.
- High turnover due to difficult shifts and low wages offered in the cleaning industry.
- Commitments to improve collaboration:
- Selection of CSAL staff for MB of people with higher levels of requirements against K4's commitment to invest more in people in the long run.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹¹ this cooperation?

Thinking together on funding sources to carry out training actions that empower women more with respect to specific MB tasks, in order to concretize an increase in job placement on this target.

3.2 Are there already ideas/plans for upscaling? In what way?

Not at the moment.

¹¹ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Arcobaleno

Country	Italy
Partner	CSAL – Consorzio Sociale Abele Lavoro
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Name WISE	Arcobaleno
Name MB	IREN SPA
Name Cooperation	Cartesio
Date	Arcobaleno
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Cooperativa Arcobaleno provides "door-to-door" paper collection service in the City of Turin and other services, with 280 hired workers (40% disadvantaged).

IREN SPA is a big multi-utility enterprise with 8.600 employees: it is an MB company with majority shares held by 3 cities: Turin, Reggio Emilia, and Genoa. It has purchased, among many other companies, AMIAT a public waste collection management company in Turin.

1.2 What does the cooperation look like?

Arcobaleno participates in a call for tenders by IREN for the City of Turin.

Early, the collaboration began as a classic tender issued by AMIAT for the employment of disadvantaged people in which Arcobaleno participated in '95.

Today IREN issues tenders that have a private guise not being subject to the Italian Public Procurement Code, with private decision on the commercial offer.

In Italy, multi-utility management of separate waste collection has been the practice for many years now.



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Arcobaleno then submits the technical commercial offer to IREN every 3 years following the issuance of the tender on paper, cardboard, and bulky waste separate collection for the City of Turin.

1.3 How did the cooperation develop? Who approached whom?

In '93 Arcobaleno, together with other social organizations, proposed to the City of Turin an experiment on separate waste collection with the Door-to-Door System (Cartesio) to increase it. As the service was effective, Turin with its public company Amiat, from '95 put out a tender following the success of the door-to-door experiment promoted by Arcobaleno.

IREN multi-utility bought Amiat in 2016 and continues in the same way by issuing tenders in which Arcobaleno participates, but today the tenders are open to all companies, including MB enterprises ones, that have the criterion of work integration.

1.4 Who “buys” which products/services?

IREN purchases Cartesio, the door-to-door collection service from Arcobaleno and bulky waste collection service.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

IREN's tender base has a fixed minimum + a variable fee on the tons of paper collected for a total average of 8 MLN per year. And 1 MLN for bulky waste service.

1.6 How long has the cooperation existed? Is the cooperation formalised?

Arcobaleno has been participating in tenders in Turin for 30 years. The agreement is formalized following the winning of the tender.



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1.7 What are the results regarding the impact so far?

Arcobaleno with the University of Turin (Department of Business Administration) has identified a methodology to measure the social, economic, and environmental impact of Wise's services.

On the door-to-door paper collection service Cartesio, the main results in recent years, are:

1) Work and social integration

- 280 stable and guaranteed employees
- More than 1,000 truck drivers hired into WISE over time as an emancipation stage in their professional lives and careers.
- Employed workers with low skill levels difficult to employ in the labour market, with a fixed rate of 40% reserved for disadvantaged people.

2) recycling and green economy

- Started collecting 50,000 tons of paper per year for recycling and not to be sent to common waste.
- Guaranteed the economic empowerment of workers and their families.
- Stability and growth over the years of the WISE, which has reinvested the profit in other green activities by employing more and more people. Started in '93 with 11 workers.

3) Culture and social economy

Cartesio's door-to-door service has enabled the dissemination of values of social integration to the entire citizenship, which now recognizes work and people of social cooperatives, going beyond prejudices.



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II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Because from commercial and social purchasing, work integration is created for disadvantaged people. The result is not only having provided the service but ensuring the quality of life of fragile people who feel so part of the community.

The good reputation that Arcobaleno has developed over 30 years, and the collaboration with AMIAT and now IREN, has led the City of Turin to invest in the special service of door-to-door collection, first born in Turin and then later spread throughout Italy.

2.2 Which elements were relevant for establishing a successful cooperation?

Good reputation of Arcobaleno, which has ensured an efficient large-scale service thus allowing to break down AMIAT's initial prejudices, fostering trust and collaboration between the parties, to improve the service over time.

The client recognized the social impact and positive externalities realized through Cartesio's service.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

The main issue is the difference in power between the enterprises, where Arcobaleno is in a weak position with respect to the business choices of IREN that tenders the contract. We should move to horizontal partnership, with equal decision-making powers, and jointly define the criteria of the contract e.g., by forming a new multi-partnership company (called ATI to manage the service together, redistributing responsibilities fairly and equally)

Going beyond the maximization of economic profit as the only element for strategic choices of public service management.



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Imaging safeguarding job places as a rationale even if economic maximization goes toward the cutting of job places, choosing labour-saving technological tools. (Ex. The digital recycle bin without collection by a worker).

III. Upscaling Potential

3.1 What possibilities exist to upscale¹² this cooperation?

With a new, horizontal partnership where WISEs have a voice on managing public services strategies to ensure work integration and social organizations.

Investing in research and development with the scientific world to improve Public Services and imagine new productive areas that can employ disadvantaged workers.

3.2 Are there already ideas/plans for upscaling? In what way?

There are other IREN services that could be contracted out to the WISEs, but currently it is not easy because of very strict union rules.

¹² scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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The Netherlands

Breedweer

Country	The Netherlands
Partner	MKB Amsterdam
E-Mail	JackStuifbergen@breedweer.nl
Name WISE	Breedweer
Name MB	Van Gogh Museum
Name Cooperation	/
Date	06/10/2023
Link to online description	https://www.vangoghmuseum.nl/en https://breedweer.nl/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Breedweer is a Work Integration Social Enterprise that focuses on bringing vulnerable target groups into employment. Breedweer strives for a society where everyone has equal opportunities and can earn a living independently. Breedweer is a Work Integration Social Enterprise in facilities management with just one mission: to make social impact. They provide cleaning service, with which they fulfil no less than eight of the 17 SDGs. Breedweer is part of the cleaning sector with more than 9,000 cleaning companies in the Netherlands. Breedweer employs more than 800 employees. Breedweer operates an 'open hiring' principle. Anyone who knocks on Breedweer's door for a job is hired.

The Van Gogh Museum ranks among the top international leading museums. The museum owes this position to its unique collection and knowledge about Vincent van Gogh and his time.

The Van Gogh Museum aims to be a leader in all areas in which it is involved. In terms of research, exhibitions, educational programmes, publications, social media, access to the collection,



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development, but also in terms of sustainability, inclusive employment, safety, managing visitor flows, commercial activities and much more.

For instance, their commitment to sustainability for the museum means being innovative and environmentally conscious. They work with sustainable development goals (SDGs) as a capstone to best realise all their sustainable ambitions. Clean energy, being an inclusive employer, (inclusiveness), CO2 reduction and collaborations with external partners are concrete handles that can serve as guidelines in this respect.

1.2 What does the cooperation look like?

The Van Gogh Museum puts its contracts for cleaning facilities out to tender in which sustainability and inclusiveness were important award criteria. The museum asked all companies to create a plan to fulfil as many SDG goals as possible. Breedweer was one of the companies on the museum's longlist that made a bid on the tender. Ultimately, the museum chose Breedweer because they implemented the most SDGs.

Part of this mission was to set up a learning centre in the museum. The aim of this centre is to allow as many people as possible to progress to museum employees. The Van Gogh Museum helps with this flow.

1.3 How did the cooperation develop? Who approached whom?

Through the tender process, Breedweer came into contact with the Van Gogh Museum.

1.4 Who “buys” which products/services?

The Van Gogh Museum has purchased the services of Breedweer, which include cleaning work, window cleaning and floor maintenance.



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1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The contractual turnover is € 750.000 per year, which Breedweer benefits financially. The entire turnover is for Breedweer.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The collaboration entails a formal contract for 7 years, of which 4 years are fixed. During Covid, a temporary contract was conceived to adapt to the changes in the museum due to the restrictions. The collaboration is in contract form and runs from October 2019 on.

1.7 What are the results regarding the impact so far?

A 25% reduction in CO² emissions has been achieved compared to the contract with the previous supplier.

The cleaning and floor maintenance is carried out by Breedweer employees. Eight people have joined Breedweer with a contract and are participating in training. Furthermore 2 people have progressed to the museum as employees. There are currently 3 people with a distance to the labour market working for the Van Gogh Museum.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Even though it is difficult to accommodate workers with support needs in a museum environment, the Van Gogh Museum has shown that they are willing to embrace employees with a distance to the labour market in their work environment by working together with the WISE Breedweer. Moreover, the cooperation was excellent, despite the difficulties that Covid brought with it.



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2.2 Which elements were relevant for establishing a successful cooperation?

Especially good communication and understanding each other. A collaboration in which the partners speak the same language from the start. For instance, during the purchasing phase the museum was already very clear about the goals they wanted to achieve. It was not the cleaning service itself but the SDG goals they put first.

In this cooperation, the following preconditions are met:

- long-term cooperation based on ambition
- the parties do have a clear vision about the impact targets
- the WISE can provide the exact impact that they made during the contract
- there is willingness to invest on both sides
- there are formally signed cooperation agreements
- both parties carry the cooperation visibly to the outside world
- parties complement each other, are complementary
- both parties are open for innovation to achieve their impact goals

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

At first the collaboration was difficult due to the COVID measures the museum had taken in 2020. Ultimately, 8 people started at Van Gogh Museum and 2 of them left. Unfortunately, people have also lost their contract because of the physically demanding work.

It was a new partnership for both parties. There were some obstacles, for example, people who were not always service-oriented towards visitors. This was solved by talking to each other and looking for solutions together with Breedweer and the Van Gogh Museum.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹³ this cooperation?

At all times regular companies can put social and sustainable goals at the heart of the requirements for a contract. Precisely not focusing on the service or product itself but on the social goals that can be achieved by partnering with Work Integration Social Enterprises can lead to great results.

3.2 Are there already ideas/plans for upscaling? In what way?

Breedweer has several partnerships such as with the Van Gogh Museum. Scaling within the Van Gogh Museum is not possible, but it is certainly possible in other museums.

¹³ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Social Capital

Country	The Netherlands
Partner	De Omslag
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Name WISE	Social Capital
Name MB	HEINEKEN Nederland
Name Cooperation	Social Capital
Date	06/10/2023
Link to online description	https://socialcapital.nl/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

HEINEKEN

Since its foundation in 1864, Heineken has been one of the world's leading breweries. Besides premium brand Heineken, they sell more than 300 brands in over 190 countries.

The Dutch organisation for the beer and cider market employs about 700 people. HEINEKEN Netherlands is headquartered in Leiden. Besides that, there are more employees in the Netherlands. A total of about 3,700 employees: at the international headquarters in Amsterdam, in the office at Schiphol Airport and at the breweries in Den Bosch, Texel, Wijlre and Zoeterwoude.

Social Capital

Social Capital started as a young and ambitious Work Integration Social Enterprise, born from a shared vision of HEINEKEN Netherlands and two Work Integration Social Enterprises: 'Happy Tosti' and 'Milieuwerk'. Their joint ambition is to contribute in an innovative way to an inclusive labour market by helping people with a visible or invisible labour disability find paid employment.



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1.2 What does the cooperation look like?

After a year of pioneering, the entrepreneurs in Social Capital decided to merge all their business activities, making Social Capital an umbrella organisation with centralised management and support offices like HR, finance, and sales/marketing. It consists of two branches or business units. One branch employs people with a distance to the labour market and their job coaches who find suitable workplaces for them through secondment.

The other branch comprises of so-called HUBs. These are businesses where Social Capital can adapt the processes in such a way that they fit the individual workers instead of the other way around. This creates an environment where people can develop and grow their often-unseen potential. The HUBs are a springboard for people with a distance to the labour market towards paid work. And besides that, a safety net when secondment is (temporarily) not an option, due to personal circumstances. This is called 'the circular labour process' and is the unique solution to a labour market that is not a perfect fit for everyone. The HUBs include: a lunchroom, bakery, catering company (among other locations at HEINEKEN HQ), brewery, pub, and recycling company. Social Capital employs over 400 individuals of whom 300 have some kind of work disadvantage. They work in the HUB's or through secondment at business partners like Nissan, Pre-Zero, The Heineken Experience, Scheepvaart Museum, and many others.

1.3 How did the cooperation develop? Who approached whom?

Both parties believe that the beautiful moments you share together really matter. That the power of meeting brings people closer together. That connection leads to understanding, equality, and inspiration.

This belief of HEINEKEN Netherlands and the entrepreneurs behind Social Capital was the start of an adventure and the origin of the company in mid-2019.

Social Capital and HEINEKEN Netherlands entered into this collaboration to make social impact, based on everyone's strengths (doing what you are good at): of HEINEKEN, Social Capital as well



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as the individuals with a distance to the labour market and the hospitality partners where they will be working.

The collaboration exists with HEINEKEN as the bridge, with the network, knowledge, a seat on the Advisory Board, a Heineken Experience hospitality training, and start-up and impact funding. In addition, Social Capital is the social accelerator with the circular employment process.

Social Capital and HEINEKEN: "The partnership shows the beauty of collaboration - by joining forces, it is possible for HEINEKEN to add lustre to their profession in new ways: We connect people and lower barriers. We believe that you experience the best moments in life together." For Social Capital, through this partnership, doors open faster, more often and wider. This creates the opportunities to show the world that any large organisation (in co-creation with a social impact first partner such as a WISE) is a suitable party to realise social employment. Together, we are changing the world."

From shared strengths, one clear dream emerged: For everyone with a disability who would like to work, there is an enjoyable and paid job out there.

1.4 Who “buys” which products/services?

HEINEKEN Netherlands invests in Social Capital. With this, Social Capital trains people, supervises them at their own HUB locations and then seconds them to various locations of HEINEKEN Netherlands and customers (mostly hospitality companies) of HEINEKEN Netherlands.

In addition, through its no-waste catering company [Juni Lekkernijen](#), Social Capital carries out corporate catering at HEINEKEN Netherlands' head office.



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1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

Social Capitals combined businesses have a yearly turnover of around 8M. Social Capital just signed the second partnership with HEINEKEN Netherlands. With their network and financial support Social Capital aims to train at least an additional 150 future employees between 2023 and 2025.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The partnership already goes back three years (2020). The money invested by HEINEKEN in Social Capital helped make the start-up possible and, as a result, hundreds of people with a large distance to the labour market (who are keen to work) are now permanently employed. In April 2023, HEINEKEN Netherlands signed another three-year agreement to work together on social employment. Together, they believe there is an enjoyable and paid job for everyone with an occupational disability who would like to work.

1.7 What are the results regarding the impact so far?

Hundreds of jobs have now been created for employees with support needs. Social Capital hires the people, trains them and seconds them to HEINEKEN Netherlands departments or HEINEKEN's customers. But more importantly, together they show that it can be done; a labour market where there is a place for everyone.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

- long-term cooperation based on ambition
- There is willingness to invest on both sides



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- There are formally signed cooperation agreements
- both parties carry the cooperation visibly to the outside world
- parties complement each other, are complementary

2.2 Which elements were relevant for establishing a successful cooperation?

Heineken Netherlands wanted to shape social impact. Social Capital has a methodology where they employ, train, and supervise people with a distance to the labour market in a relatively safe working environment (HUBs) and then second them to fit places in regular companies. When employees, for whatever reason, no longer enjoy working in that place, they remain employed by Social Capital and the employee may go to work temporarily in one of the HUBs and another suitable place is sought.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

In the first few years the learning curve was steep. One of the most important lessons learned is that social impact follows a firm and sustainable business and not the other way around. Profit before impact.

It is also a quest to determine to which parties their circular employment process fits well. Secondment is not a very good fit for the corner pub, where students working on flexible contracts are the norm. What turns out to be good locations are semi-public entities such as museums and schools. Shared core values, a relatively larger organisation, and a greater interest than profit maximisation are work ingredients for a sustainable partnership. They also see plenty of opportunities in the circular economy.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁴ this cooperation?

This is described in 3.2

3.2 Are there already ideas/plans for upscaling? In what way?

The joint goal is to open new HUB locations in the cities of Amsterdam, The Hague, Breda, and Rotterdam in the coming years to help even more people find jobs. By the end of 2030, Social Capital aims to employ over 1,000 disadvantaged people.

¹⁴ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



Swink



Co-funded by
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Country	The Netherlands
Partner	De Omslag
E-Mail	corine@deomslag.nl
Name WISE	Swink
Name MB	Deloitte
Name Cooperation	
Date	20-10-2023
Link to online description	https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/scaling-social-enterprises.html https://swink.nl/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Swink

SWINK is a Work Integration Social Enterprise. Their specialism includes data analytics, digital accessibility, and content management. SWINK's mission is to provide sustainable paid jobs for people with autism so they can be independent and autonomous, develop themselves and realise their dreams. By working at a level that does justice to their qualities. SWINK employs almost 20 employees.

Deloitte Nederland

With over 7,000 people in 15 offices across the Netherlands, Deloitte is one of the largest providers of professional services in the areas of accountancy, tax advisory, consultancy, risk management and financial advisory. Deloitte strives for a social responsibility besides an economic one. One example is the Deloitte Impact Foundation.

Through the Deloitte Impact Foundation, Deloitte is committed to bring a positive impact to society. They can make the most difference by sharing their core competences, knowledge, and



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network in societal initiatives to make an impact in the fields of education & employment, sustainability, and inclusive society. Via the Deloitte Impact Foundation, Deloitte is committed to perform pro bono work and give back to society via a large variety of societal initiatives for NGO's, non-profits, and start-ups. An example is the program Scaling Social Enterprises. Deloitte employees participate in this Deloitte Impact Foundation initiative to share their knowledge and expertise, enabling WISEs to scale up - thereby providing employment opportunities for people who are not able to find a job in an easy way, and contributing to a more inclusive society. By helping WISEs to accelerate, they hope the program Scaling Social Enterprises will have a huge impact on people and society. In the slipstream of this program, they also encourage Social Buying. Firstly, from their own perspective, and secondly, they hope their contributions will be an inspiration to others to do good.

1.2 What does the cooperation look like?

The collaboration is threefold:

1. Advice on scaling up: Deloitte provides free advice to SWINK about scaling up.
2. Deloitte clients: SWINK also receives commissions from Deloitte's clients. Such as analysis and advice on the digital accessibility of customer websites or a general web analysis.
3. Subcontractors for large tenders: Deloitte made a bid for a tender, with SWINK as their subcontractor. The client is the Public and Communications Department of the Ministry of General Affairs. The Public and Communications Department advises and supports all departments in their communication to society.

Deloitte and SWINK won the bid. The contract is a framework agreement for four years with potential of 100.000 euro. SWINK's activities include web analytics.

1.3 How did the cooperation develop? Who approached whom?

SWINK participates in the Scaling Social Enterprises program. From where the collaboration emerged.



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1.4 Who “buys” which products/services?

There are two different types of clients.

On the one hand, Deloitte's clients. They purchase ICT service (web analysis) from SWINK. On the other hand, various departments of the Ministry are SWINK's clients. Part of the agreement that Deloitte has concluded with the ministry is that SWINK carries out the web analysis for these departments of the Ministry as a subcontractor. Which means they are a first supplier.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The potential of the contract is approximately 100,000 euros for four years. So far, 25,000 euro's worth of commissions have been completed.

1.6 How long has the cooperation existed? Is the cooperation formalised?

It concerns a contractual collaboration/ cooperation. The term is 4 years and started in 2022. The collaboration within the Scaling Social Enterprises program is expected to last longer.

1.7 What are the results regarding the impact so far?

SWINK can deploy at least 1 additional employee within the contract period. This allows SWINK to offer a permanent employment contract to someone with a distance to the labour market.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

It involves a long-term collaboration in which a regular company consciously enters into a partnership with a WISE to carry out joint commissions, giving the WISE the opportunity to grow



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and therefore make more impact. In addition, it offers Deloitte the opportunity to make social impact through SWINK and thus have a better chance of registering for a tender.

2.2 Which elements were relevant for establishing a successful cooperation?

The collaboration stems from the desire to work on impact based on a shared goal. There is a shared mission. The companies are complementary to each other and work in an equal relationship within an established framework.

In this cooperation, the following preconditions are met:

- *long-term cooperation based on ambition*
- *There is willingness to invest on both sides*
- *There are formally signed cooperation agreements*
- *both parties carry the cooperation visibly to the outside world*
- *parties complement each other, are complementary*

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

In order to become Deloitte's subcontractor, SWINK had to meet all kinds of safety standards. This was a major task for a relatively small company like SWINK. In addition, SWINK had to invest before knowing for certain whether they would actually get commissions.

Deloitte provided pro bono advice regarding the safety requirements, which meant that SWINK was well supported.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁵ this cooperation?

SWINK wants to offer other services as well such as digital accessibility, which is their expertise. Amongst Deloitte's clients there is a great demand for it. Deloitte can deploy SWINK for their clients benefit.

3.2 Are there already ideas/plans for upscaling? In what way?

Both companies are open to collaboration for a possible next tender.

¹⁵ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



Other countries

France - INVA

Country	France
Partner	LA VARAPPE
E-Mail	Laurent.laik@lavarappe.fr
Name WISE	INVA
Name MB	LA VARAPPE
Name Cooperation	VINCI
Date	October 2023
Link to online description	

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

La Varappe is one of France's leading inclusion groups. It operates in 4 areas of expertise (Environment, Ecoconstruction, Resources and Skills, Health). INVA is a social integration company operating throughout France. It provides services on all the motorways owned by Vinci Autoroute. Cleaning, minor maintenance, green spaces, waste.

1.2 What does the cooperation look like?

The cooperation takes the form of a social joint venture. Inva is a joint venture owned 51% by the La Varappe Group and 49% by the Vinci Group. The partners have come together to do better and faster what they could have done separately.

1.3 How did the cooperation develop? Who approached whom?

The desire of the two partners to do better and differently. Vinci wanted to improve the quality of its motorway service areas, and La Varappe wanted to accelerate its development for the most



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vulnerable people. The idea came up to set up a joint venture. The two partners have known each other for more than 15 years at the operational level in the field, as well as at general management and chairman level. Then, La Varappe approached Vinci, pointing out that nothing existed in the Inclusion and Motorway Concession sector. Vinci invited La Varappe to join their Join Venture programme.

1.4 Who “buys” which products/services?

The customers are 70% VINCI and 30% non-VINCI. Services include toilet cleaning, maintenance, EV maintenance, monitoring the general condition of the motorway service area, reception, etc...

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The cooperation is materialized by the capital contribution of the two partners (€100k) and the contribution of the BFR - Besoin en Fonds de Roulement (€600k). The challenge is to offer quality services aimed at transforming passenger perceptions of the motorway.

1.6 How long has the cooperation existed? Is the cooperation formalised?

Since February 2020

1.7 What are the results regarding the impact so far? /

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

The cooperation must have its own trajectory and it must be supported by a strong ambition. INVA's business plan is neither that of VINCI nor that of La Varappe. A specific path must be set, and the joint venture must follow it.



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2.2 Which elements were relevant for establishing a successful cooperation?

The joint venture must have its own management, which can come from both partners. Management must quickly develop its own culture and identity. The services developed must be different from those of a traditional service provider or subcontractor. For example, INVA has not replaced a VINCI subcontractor, but has changed Vinci's way of managing its service areas.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

To find the right level of contact at Vinci to change the operating mode. It's necessary to be recognized by the operational managers and have access to top management at the same time.

III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁶ this cooperation?

There is a very high potential to upscale. The development of services in the area and the regional development are two good examples of it.

3.2 Are there already ideas/plans for upscaling? In what way?

Yes, on the two previous points. The plan is to grow from €2m to €6m in 3 years and, simultaneously, from 150 to 450 disadvantaged workers.

¹⁶ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Romania - Atelierul de Panza / The Canvas Workshop

Country	Romania
Partner	RISE (Associated partner of the project)
E-Mail	contact@atelieruldepanza.ro
Name WISE	Atelierul de Panza / The Canvas Workshop
Name MB	IKEA Romania
Name Cooperation	Atelierul de Panza, sewing services provider for IKEA Romania
Date	October 2023
Link to online description	https://atelieruldepanza.ro/ ; https://www.ikea.com/ro/ro/customer-service/services/serviciul-de-cusut-pub187a6851

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Atelierul de Panza is an authorized protected unit, that works with persons with disabilities (15 out of 25 employees are persons with disabilities). It started its activity in 2009 as an example for the concept of “sustainable development”. Canvas bags and custom-made products are crafted from textile waste to promote a circular economy.

IKEA is a Swedish MB, that designs and sells furniture, kitchen appliances as well as home decorations and other goods. They were founded in 1943 and are the world’s largest furniture retailer since 2008.

1.2 What does the cooperation look like?

Sewing services are also provided to IKEA Romania, operating in all IKEA locations across Romania, including Bucharest Baneasa, Bucharest Pallady, and Timisoara.

1.3 How did the cooperation develop? Who approached whom?

The partnership started in 2014 when IKEA decided to donate textile waste to the workshop through the partnership called “Next Generation Social Entrepreneurs”. Through this project,



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partners went through a 3-year audit process and in 2018 the canvas workshop became the official sewing services provider for IKEA customers.

1.4 Who “buys” which products/services?

IKEA is paying for the sewing services. The sewing services are offered to IKEA and IKEA’s clients.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

The partnership has two main objectives: awareness and branding for the Work Integration Social Enterprise, promoting the quality of our services and supporting our social and environmental objectives.

1.6 How long has the cooperation existed? Is the cooperation formalised?

5 years – on-going partnership.

1.7 What are the results regarding the impact so far?

7 employees (1 coordinator and 6 tailors), brand awareness and a great partnership with a company.

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

The fact that a WISE can deliver great services to a big retailer in Romania, and that it managed to meet their expectations is a great example of good practice. Also, the fact that IKEA has an objective of working with WISEs represents another great example of how impactful this kind of social partnership is especially when the partner is a big retailer, with resources and focus on a sustainable approach.



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2.2 Which elements were relevant for establishing a successful cooperation?

IKEA's objective of working with Work Integration Social Enterprises and the WISE's determination of meeting the partner's needs.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

The process of integration for the WISE's employees was a bit challenging, giving the fact the employees did not have experience working with a retailer. But those challenges helped develop the employees' skills and helped to understand better the needs of a retailer and their processes.

III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁷ this cooperation?

IKEA will continue to open new stores in Romania and hopefully the WISE will continue to be their provider in all these locations.

3.2 Are there already ideas/plans for upscaling? In what way?

For now, Atelierul de Panza will concentrate our resources in order to develop this partnership.

¹⁷ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Spain - CODEC

Country	Spain
Partner	FEICAT
E-Mail	comunicacion@eicodec.org
Name WISE	Empresa d'Inserció CODEC (CODEC WISE)
Name MB	Alfil Logistics
Name Cooperation	Industrial maintenance of a sorting service
Date	Starting on 2013 and ongoing
Link to online description	http://www.eicodec.org/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

CODEC is a Work Integration Social Enterprise (WISE) born in 2003. It was promoted by CARES Foundation, a non-profit sheltered employment centre created in 1999. CODEC's mission is to create and find jobs for people at risk of social exclusion. To fulfil its mission, it provides different supply chain services: warehouse management, industrial maintenance, freight transport and facility cleaning services. In 2022, 222 persons worked at CODEC, 66.2% of which were at risk of social exclusion.

Alfil Logistics is a mainstream business (MB) born in 2000. Owned by the brewery Damm and by Renfe, the main Spanish train transport company, it is a multimodal logistics operator specialized in freight transport, distribution, and logistics externalisation.

1.2 What does the cooperation look like?

CODEC provides the industrial maintenance service for the Alfil Logistics bottle sorting service. This service is an automated line that classifies beer bottles that arrive from several hospitality establishments, sorting the bottles that can be reused by beer companies of the ones that not



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suitable for a reuse. The cooperation is established in the form of a logistics externalization where Alfil Logistics externalise a part of its operations and CODEC is the WISE who manages this externalised service.

1.3 How did the cooperation develop? Who approached whom?

Before the cooperation between CODEC and Alfil Logistics started, CARES Foundation, the NGO that promoted the creation of CODEC, was already cooperating with Alfil Logistics, managing some warehouses, and providing handling and picking services. When Alfil Logistics starts its sorting line, they suggest to CARES the possibility of managing the service, as they were satisfied with the quality and professionalism of CARES services and their contribution to social sustainability, providing job opportunities to people with disabilities. Furthermore, Alfil Logistics is a member of the CARES board of trustees. When the opportunity arises, CARES realise that the professional profile needed to manage the service was difficult to find among people with disabilities, especially among people with intellectual disabilities or mental health issues, so it decided to offer this opportunity to CODEC.

1.4 Who “buys” which products/services?

Alfil Logistics hires a comprehensive industrial maintenance service to CODEC for its sorting line. The service includes guaranteeing an everyday proper functioning of the automatized sorting line so the daily production thresholds are achieved, solving mechanical, electrical, or other issues that can stop the proper functioning of the line, managing the replacements warehouse for the automatized line and supplying the line with the bottles and boxes it sorts.



1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

This cooperation is one of CODEC main services and it currently provides employment for 15 people. Since the start of the service, in 2003, 141 people have had an employment opportunity in the sorting service: 108 of them were at risk of social exclusion.

1.6 How long has the cooperation existed? Is the cooperation formalised?

The cooperation between CODEC and Alfil Logistics for the sorting service started in 2013, and it is currently ongoing.

1.7 What are the results regarding the impact so far?

-

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Alfil Logistics sorting service allows CODEC to form highly skilled professionals in industrial maintenance. After 3 years in CODEC, the people who have worked in the sorting service and followed the industrial maintenance itinerary can easily enter the ordinary labour market, as they have specialised skills in maintenance and have acquired a comprehensive labour experience in the functioning of automatized lines, making easier for the sorting workers to leave behind their situation of social exclusion. In the last ten years, 146 people have been able to learn and acquire professional experience in the field of industrial maintenance thanks to the sorting service. Also, the stability of the collaboration allows CODEC to have a stable team of professional mechanics who accompany and train the people in social exclusion who enter the service along the three years they will be in CODEC. Moreover, it is a long-lasting cooperation -it started in 2013- that proves beneficial for both the WISE and the MB: thanks to this cooperation, 146 people have



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found a job opportunity in CODEC, while Alfil Logistics guarantees the proper functioning of its sorting service and contributes to the job placement of people in a situation of social exclusion.

2.2 Which elements were relevant for establishing a successful cooperation?

The previous existence of a professional relationship between Alfil Logistics and CARES Foundation is one of the main elements that has allowed this cooperation: the MB need to trust the WISE and give them the first chance to prove that they can do the job. Without this act of faith that allowed CODEC to start working in the sorting line and to create an industrial maintenance professional itinerary, the cooperation will not exist. A specific formation programme of three years, focused on industrial maintenance, that improve the professional skills of the people in social exclusion working in the service, is another essential element for the cooperation, as the WISE need to achieve the line's daily production thresholds and to guarantee the proper functioning of the automated line. Once WISEs have the trust of an MB, they need to prove that they offer a professional service with the same quality and competitiveness of an MB. If the WISE do not offer a professional service, the cooperation will not go on. The third essential element to guarantee a successful cooperation is, for the WISE, to have a proper team of production technicians who provide each worker with a proper follow-up, assessing them in their everyday roles and helping them to improve their labour and professional skills and routines.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

The lack of proper training in industrial maintenance, in the knowledge of Spanish and Catalan and, sometimes, in the working routines of the people in social exclusion that join the sorting service are the main difficulty. This issue is solved as each person advances in its professional itinerary, but it needs the rest of the team, especially the production technician team, to do an extra effort to guarantee the proper functioning of the service and reach the production thresholds.



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III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁸ this cooperation?

But in the case that the need of a new sorting line arises, the cooperation can be upscaled, as CODEC has a stable team of production technicians with wide experience in accompanying people at social exclusion and helping them improve their training and labour experience in industrial maintenance. Also, there is a professional and training itinerary in industrial maintenance well established and tested that allows the people in social exclusion to improve their skills and knowledge and to enter the ordinary market after finishing its working time in CODEC. This itinerary is followed by the people in social exclusion during the time (three years) they are allowed to work in a WISE and can be easily upscaled to accommodate more people if needed.

3.2 Are there already ideas/plans for upscaling? In what way?

Currently, there are no ideas nor plans for upscaling the service.

¹⁸ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Spain - Formació I Treball

Country	Spain
Partner	Formació i Treball Empresa d'Inserció
E-Mail	lbaques@formacioitreball.org
Name WISE	
Name MB	Hilton
Name Cooperation	
Date	23/10/2023
Link to online description	https://www.formacioitreball.org/

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

Formació I Treball is a Work Integration Social Enterprise with branches in Barcelona, Baix Llobregat, Barcelona Nord, Sant Esteve Sesrovires, Garraf, Camp de Tarragona, Central Catalonia, and now in Vallès, making it the largest of its kind in Spain. In 2023, they successfully integrated 705 individuals into the workforce through their employment programs. They offer a range of services and productive activities that create employment opportunities for individuals seeking integration. Their primary focus is on the collection and sorting of used clothing, with over 1500 containers distributed in public areas, enabling them to recover and give a second life to 20,000 tons of textile waste annually. The company with which they have a close alliance is the Hilton Diagonal Mar Hotel, which opened in 2004. Hilton belongs to an international luxury hotel and resort chain with over 580 hotels worldwide, and it began its operations in 1919. This hotel is located in the city of Barcelona and is close to Formació I Treball's headquarters.

1.2 What does the cooperation look like?

Hilton collaborates with the organization through:

- In-kind donations



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- Non-labour internships
- Participation in activities such as speed dating, company visits, corporate volunteering, etc.
- Hiring individuals at risk of exclusion
- Hiring services

1.3 How did the cooperation develop? Who approached whom?

The beginning of the relationship was about 10 years ago when Formació I Treball, as an organization, were in search of companies willing to collaborate with them through the job intermediation department, whether it was by hosting students for internships, making hires, or engaging in other collaborations like company visits, corporate social responsibility (CSR), etc.

1.4 Who “buys” which products/services?

Customized training programs are proposed. Second-hand clothing collection campaigns are carried out for subsequent sorting and reuse. Through Formació i Treball's intermediation department and Hilton's Human Resources, they facilitate profiles that can fit their hiring needs, reaching out to them for participation in activities such as speed dating, company visits, the delivery of short training modules, etc. Hilton donates furniture when renovating, and in addition, they contract the clearance services for items that can no longer be given a second life.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

-

1.6 How long has the cooperation existed? Is the cooperation formalised?

Formació I Treball has been collaborating with Hilton Diagonal Mar for over 10 years, a hotel located near their central office, and the collaboration has evolved in various forms. This includes



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accepting individuals for non-labour internships, donations in kind in exchange for furniture, and participation in corporate volunteering.

1.7 What are the results regarding the impact so far? /

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

The collaboration with Hilton Hotel has strengthened over the years. They initially began by accepting some individuals for internships, but upon learning about the extent of the organization and the WISE, the services they offer, the training programs they provide, etc., it's a company with which they have generated many synergies. Collaboration on hiring, accepting interns, in-kind donations to ensure availability for the Social Delivery Program, hiring clearance services, participating in Speed Dating, company visits, corporate volunteering, and more. In other words, it's a relationship that has grown stronger, creating a positive impact for the organization and at Hilton, fostering social commitment that is reflected in their corporate image, identity, and company culture, aiming to advance toward a fair and equal society.

2.2 Which elements were relevant for establishing a successful cooperation?

One of the key relevant elements was the good relationship from the very beginning, but the continuous feedback and the support provided by the organization to individuals joining the hotel workforce or participating in internships. The proximity of the two centres also greatly facilitates interaction, visits, and collaboration between the two organizations. The spirit of continuous improvement, on the WISEs part, involves adapting training programs and profiles to the evolving job market needs, and from Hilton's side, collaborating in the design of some training programs with new competencies demanded by businesses.



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2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

They consider it to have been a smooth relationship, and there have been advancements in proposals and an increase in collaborations. On the part of Formació i Treball, they work to strengthen the relationships regarding an increase in the hiring of individuals served by the organization.

III. Upscaling Potential

3.1 What possibilities exist to upscale¹⁹ this cooperation?

The collaboration has been scaled up since the beginning. Initially, it was purely for intermediation, and then collaborations expanded to include service contracts, alliances in training, participation in activities, corporate volunteering, donations, and more. There are still possibilities to further expand the relationship and collaboration, including tailoring training programs with a commitment to subsequent hiring, and potentially extending the collaboration to other Hilton hotels in the city.

3.2 Are there already ideas/plans for upscaling? In what way?

As we mentioned earlier, there are ideas, but they need to be refined and put on paper to strengthen the relationship with the company. The organization is an ally for a 5-star hotel like Hilton, and it adds value to individuals who have undergone professional training with the WISE. They continue to work on exploring new collaborative avenues where both organizations can achieve results, but above all, where the individuals they serve can have a real opportunity for integration and continued employment.

¹⁹ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services



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Spain - SaóPrat

Country	Spain
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Name WISE	SaóPrat
Name MB	Damm
Name Cooperation	Creative Intervention at training rooms
Date	05/10/2023
Link to online description	https://www.youtube.com/watch?v=bJRVruMroiY

I. Context and Structure of the Cooperation

1.1 Short description of the WISE and the Mainstream Business

(WISE) The Insertion Company SaóPrat is a social economy project created by the SaóPrat Association with the purpose of facilitating the social integration of young people at risk of exclusion through an employment contract linked to a training process and professional experience.

(MB) Sociedad Anónima Damm (S.A. Damm) is a Spanish brewing company based in Barcelona. Its main business activity is focused on the production of beer, although it also manufactures other beverages such as soft drinks or bottled mineral water. It also has investments in other commercial sectors through its subsidiary 'Corporación Económica Damm'. The group of companies that makes up all the productive activity has been structured since 2010 under the umbrella of the company 'Holding Cervecerero Damm'.

1.2 What does the cooperation look like?

#Creativity with Future SaóPrat believes in the transformative power of art and creativity as catalysts of change and as tools to improve the living conditions of young people, integrating



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them into society and enhancing their talent. They wanted to fund a project to find innovative, sustainable, and high-quality collaborations that ensure a financial return and a future to all partners involved.

Damm wants to reaffirm its brand value and, at the same time, to make their positioning visible through the training rooms. For this reason, they have been tasked with a creative intervention on the walls of the rooms that explain the #CulturaDamm and its distinctive features. The assignment is framed between two key concepts that will give place to two different proposals: First, a proposal that emphasizes sustainability and secondly, a proposal focused on its partners. The young people from the SaóPrat realized the creative project together with the professional design studio of the insertion company. They received the guidelines, visited the Damm del Prat factory in Llobregat, participated in creative activities and workshops and prepared the drafts of a final presentation for the client.

1.3 How did the cooperation develop? Who approached whom?

The recruitment manager of the Association, together with the Coordinator of the Design line, proposed this collaboration to Damm for the final project of the young people in training.

1.4 Who “buys” which products/services?

The result was very good, both because of the experience of a real design assignment on the part of the students, and for Damm with his involvement with a social project in the territory. Because of this, Damm became a real client for the design area of the insertion company, realizing one of the proposals presented in the scale design and its graphic production, and receiving 2 new orders for different training rooms at its headquarters in El Prat.

1.5 What is the financial scope of the cooperation? Does the WISE gain financially from the cooperation?

8.000 € (3.000€ already received and 5.000€ expected with the two new upcoming projects).



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1.6 How long has the cooperation existed? Is the cooperation formalised?

Since April 2023.

1.7 What are the results regarding the impact so far? /

II. Elements leading to success and a good practice

2.1 What makes this example a good practice?

Even though the first collaboration was developed on a voluntary basis (no economic transactions involved), the creative and professional skills of the students were recognized and valued to the point that the following collaborations were paid as real professional orders.

2.2 Which elements were relevant for establishing a successful cooperation?

For the success of the cooperation, communication between the companies has been crucial. On top of that, belonging to the same city was also beneficial to the end of the project. On behalf of Damm, they were interested to cooperate with the WISE because of the big value for them to collaborate with a social project. On the WISE's behalf, the real experience for the students to work in a real project for 2 months has played a key role in the success of this cooperation.

2.3 Which elements did not work very well? What were the challenges/barriers faced by each partner? And how did they overcome those issues?

This project wouldn't be successful if the students from the #CreativeLAB didn't received the support of the professional structure of the Design area. For example, understanding the guidelines, dealing with clients, and meeting the deadlines have been crucial in order to set a good collaboration.



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III. Upscaling Potential

3.1 What possibilities exist to upscale²⁰ this cooperation?

There are a lot of possibilities. In this moment, they are talking with the communication area of Damm in Barcelona to define next collaborations.

3.2 Are there already ideas/plans for upscaling? In what way?

As said in the previous question, they are currently liaising with Damm in Barcelona for further collaborations. On top of that, they are currently working on new projects and campaigns linked to Christmas events (for example creating Christmas gadgets) and Sant Jorge's Campaign.

²⁰ scaling i.e. could be replication of the cooperation in another location, expanding to more products/services