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**A Business Case for the Employability of People with Disabilities in Portugal:  
The Argo Case**

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## **ABSTRACT**

This business case aims at implementing the HR4Inclusion project, in which a Human Resources company acts as the mechanism that ensures the placement of people with disabilities in the labor market, assuming it is feasible. The goal is to design an inclusive recruitment process within the company by developing a strategy in accordance with the context framework and long-term sustainability.

For this purpose, the recruitment advisor Argo Partners was chosen due to the already established relationship with and proximity to the advocates of the Inclusive Community Forum, an initiative presented by Rui Diniz and co-developed by the Leadership for Impact Center at NOVA School of Business and Economics.

**Keywords:** business case, employment, disability, recruitment

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## 1. INTRODUCTION

Diversity characterizes human beings. Differences are expressed in a multiplicity of dimensions, including gender, age, race, ideologies, beliefs, sexual orientation, physical and mental (dis)abilities, socioeconomic status, among others. People grow up being told that being different is a good thing and that one should embrace diversity and take advantage of it. Nevertheless, the reality is that being different can become a challenge when living in society. The problem hinges on how society interacts with minorities.

Throughout time, people with disabilities - meaning all people who, due to a loss or anomaly, congenital or acquired, of bodily functions or structures, including psychological functions, present specific difficulties which may, in combination with environmental factors, limit or hamper activity and participation on an equal footing with other people -, have been treated differently and pushed aside due to their condition (Zeng, Wei, & Wei, 2018). Discrimination and misconceptions regarding the eligibility of people with disabilities for the existent opportunities are still a reality in the present days, constituting a huge barrier for them to fully participate and be included in society.

Around one billion of people around the world suffer from a disability, making it the largest minority group worldwide. With life expectancy rising and the aging of population, this number is expected to increase hereafter (Humanity & Inclusion, n.d.).

As Stephen Hawking wrote in the world disability report, in 2011, “disability need not be an obstacle to success”(Chan & Zoellick, 2011). However, a strong correlation between disability and poverty is evident, which inevitably creates a vicious circle that averts success (Fontes, 2009). Poorer people are more likely to experience a disability given the inadequate and unsafe living and working environments, whereas people with disabilities are more likely to experience poverty due to significantly high costs of bearing a disability, discrimination and, consequently, lower salaries, and decreased education and working possibilities. This said, breaking this

vicious circle can be almost entirely dependent on education and accessibility to higher education institutions, such as universities.

In Portugal, between 2011 and 2016, a decrease of 18,8% in the registered unemployment for the overall Portuguese population was verified, whereas for the disabled population, the same measure increased 26,7% (Pinto & Pinto, 2017). Relative to people with no disabilities, the unemployment rate for disabled people is 14,9% higher, which is, in turn, two times higher than that of the European Union (Pinto & Pinto, 2017). Furthermore, on March 2018, a visit organized by the European Economic and Social Committee took place and the most important highlights were: disability discrimination in Portugal averages 65% compared to only 15% in Europe; organizations working on social issues need increased funding; and, even though the Portuguese Government is trying to implement measures focused on the empowerment of people with disabilities, a national strategy aiming at developing disability inclusion in society is still missing (European Disability Forum, 2018).

That being, one can conclude the importance of the problem of unemployment of people with disabilities, in Portugal, which is clearly being neglected and can have extremely negative externalities. Therefore, and working alongside the ICF initiative from NOVA SBE – which strives to promote a more inclusive community for people with disabilities and sensitize society for the issue (Brito, Caldas, & Almeida, 2018) –, the objective of this business case is to study the feasibility and sustainability of making recruitment processes inclusive. Each year, the ICF aims at identifying and working on a different subject related to the inclusion of people with disabilities in the Portuguese society. The chosen subject for 2017/2018 was the employment. One of the initiatives proposed to respond to the issue was the HR4Inclusion project – initially developed by students from the Social Entrepreneurship course at NOVA SBE and adapted by the ICF later on – in which a Human Resources company acts as the mechanism that ensures the placement of people with disabilities in the labor market. For this purpose, ICF partnered

up with two recruitment and selection companies with whom it had already established a close relationship, namely Argo Partners – the focus of this business case – and Randstad.

## **2. ARGO PARTNERS**

Argo Partners appears in the market as a result of a spin-off of the Talent Attraction team of Jason Associates upon its acquisition by Mercer, in 2017. Argo positions itself in the market as a strategic recruitment advisor, offering customized solutions to its customers' needs.

The main goal is to maximize value creation to customers, resulting in higher return and lower risk. This process is highly specialized and involves a high level of organizational flexibility – guaranteeing organizational capability to adapt to and leverage contingencies –, exclusivity and quality. In terms of costs, this specialization translates into a smaller required initial investment but much more significant operational costs when compared to a standardized process. To identify talent and the perfect match for the company's culture, business and strategy, Argo uses a framework focused on three different axes: Mental Agility, People Agility e Business Agility.

Argo Partners team has been reinforced but the core was kept the same, allowing to capitalize on the market knowledge and experience acquired over the years. At the time, it is constituted of 24 members, 20 of which based in Lisbon and 4 in Porto. The corporate governance structure comprises Partners, Managers, Consultants, Office Manager, Financial Manager and Human Resources Manager. Important decisions are generally taken by the Partners, but Managers benefit from some power on day-to-day operations and there are weekly meetings with every employee to share status and feedback. Teams for each recruitment case are, usually, formed by two people, a senior and a junior, being the role of client facing part of the senior's responsibility. Moreover, there are no divisions per area of expertise among teams, a job rotation policy is in place, allowing employees to explore different sectors and to challenge

themselves to learn new things every day in order to be able to keep up with the offer's specific language.

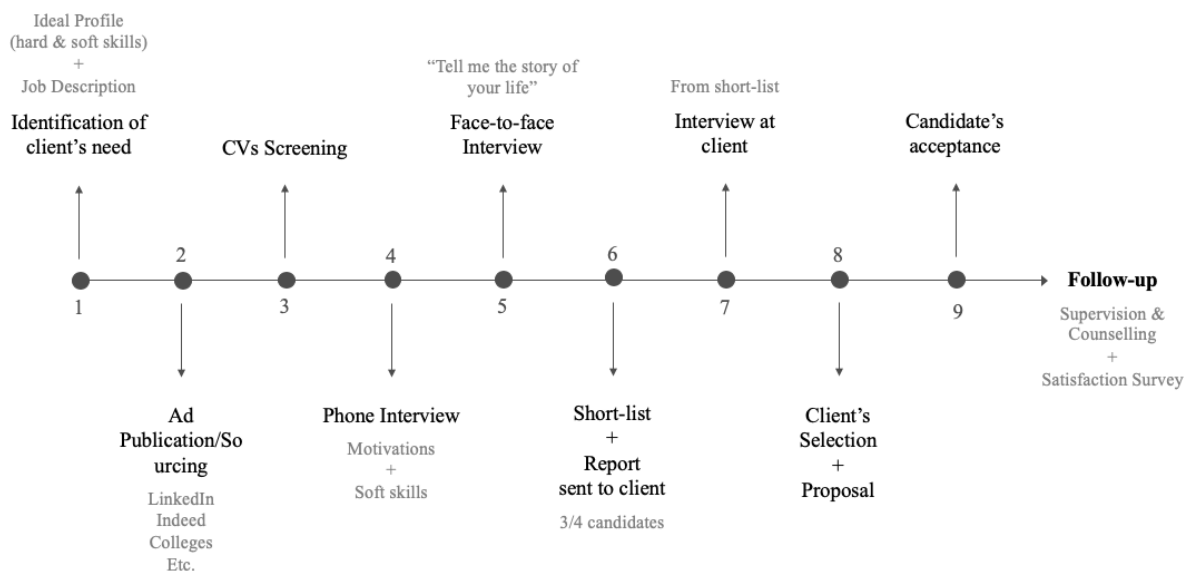
Furthermore, Argo Partners operates mainly in Lisbon and Porto, where its teams are based, probably due to proximity reasons. The company is divided in two distinct businesses: Argo Talents, focused on Executive Search and identification of both Middle and Top Management profiles; and Argo Fit, focused on recruiting and selecting talent for high technical specialization positions and young talent programs.

Argo Fit offers the following solutions: Recruitment and Selection, through publication of job advertisements and search in databases; Recruitment Process Outsourcing, offering the opportunity of having specialized professionals in-house; Volume Recruitment Projects; Assessment Toolkits, providing the necessary recruitment tools to enable HR teams to use it autonomously; Recruitment Flows' Design, helping clients to implement the right recruitment process for their needs; Technology Applied To Recruitment, deciding which new solutions result best in the client's context; and, finally, Trainees' Programs. The general customer target for this business area are working age people with an academic degree and applying for middle/more technical positions.

At Argo Fit, a typical recruitment process starts with a necessity coming from a client-company stating the ideal candidate profile, including both hard and soft skills, as well as the job description for the given position. After receiving this information, Argo usually schedules a meeting or phone call with the client's Human Resources Director - except in some cases in which it can be with someone from the Administration, or both, and sometimes also with the hiring manager of the offered position - to clarify all candidate requirements and gather important information for the next step, the searching and advertisement publication in databases, such as LinkedIn, Indeed or even colleges, depending on the area and specification of the function. After that, a careful screening of all the CVs is performed to select the ones

who get to go to the next stage, the phone interview. In this phase, candidate’s motivations and soft skills are explored in order to understand if there is a perfect match with the client’s culture and values. The following step is the face-to-face interview, in which both interviewer and candidate share the story of their lives, allowing to retrieve relevant information regarding personal and professional experience and to support the elaboration of a report to be delivered to the client-company along with a short-list. This list generally consists of 3 to 4 potential candidates that Argo fit the required profile. From this point onwards, it is up to the client to select the final candidate from the offered list and make a proposal. Once the proposal is accepted, the integration process initiates along with constant supervision and counseling from Argo’s team to both candidate and client-company, allowing to manage expectations and ensure all decisions are properly taken - all parties are asked to answer a Satisfaction Survey to gather feedback on the whole process.

*Figure 1. Typical Recruitment Process at Argo*



*Source: Workshop with Argo*

Regarding the price of Argo’s services for the client-company, there is a fixed fee but it can be negotiated depending on the amount of resources - time, mainly - spent throughout the process, since the necessity is received until the very last phase, supervision and counseling.



Argo's competitive advantage, relative to all other recruitment and selection companies, relies on its positioning in the market. It focuses on offering longer-term work, as opposed to temporary, and on technically qualified solutions to its customers. Additionally, it is not a multinational and presents itself with a very independent, small and, consequently, familiar structure. Also, the job rotation policy drives employees to be constantly learning about different areas and to share knowledge and experiences with their colleagues. Finally, relationships kept with all parties are crucial in Argo's business model, fostering an increased candidate retention at the client, which benefits all intervenients in the process.

Financial results for Argo Partners for this year of 2018 are projected to be around €1,5 million, which are expected to grow at rate of 5-10% in the following years. As for the clients, there are some recurrent companies, however, none of them works solely with Argo. Also, since 2017, a wide range of new clients started establishing relationships, which is likely to be due to the separation of the team from Jason Associates.

### **3. METHODOLOGY**

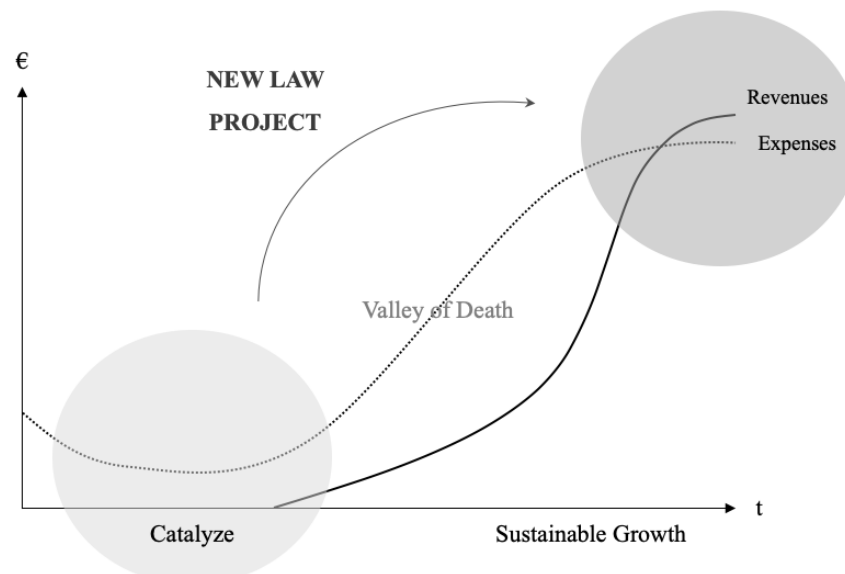
According to José Santos (2013), "the performance of a company is the outcome of the complex dynamic interaction between its environment (E), its organization (O) and its strategy (S)", the so called M-EOS model. These are the three pillars behind the elaboration of this business plan. Bearing in mind the main goal of making Argo's recruitment process inclusive, one will follow a simplistic version of the model represented by E-S-O: first having a clear overview on "where" the company stands (E), allowing to accurately formulate what the company needs to "do" to reach the goal (S), so that what Argo "is" can be adapted accordingly, using the necessary resources and providing the necessary services for implementation (O).

This business case starts by analyzing E, the context, based on both primary and secondary sources, by means of a market analysis - deconstructing the main myths of society regarding

disability and presenting quantitative proofs on the issue -, followed by an industry analysis - showing the main players in the market, relevant legislation directed to disabled people and making a comparison with the case of Spain and its good practices. The business case took, approximately, four months to be developed, from September to December of 2018. During this period, weekly meetings with the advisor were scheduled, as well as four workshops with Argo, from which very relevant information arose, specially the comprehension of the issue and on where the focus should be throughout the project. On the 15th of October, the group was invited to visit Argo's office and be present in actual face-to-face and phone interviews with real candidates, which was crucial to gather key insights on the whole recruitment process and its specificities.

Starting in September, the goal of the project was to deeply study the possibility of creating a market mechanism that responded to the lack or insufficient predisposition to either work - from people with disabilities' side - or employ people with disabilities - from companies side - at the same time, something that did not exist at the time. However, the whole context (E) suddenly changed when, in October, a new law project was approved by the Portuguese parliament enforcing private sector companies to fulfill quotas for people with disabilities. The problematic was no more in terms of guaranteeing the existence of a demand and supply sides in the market, and making a match between both. Now, companies are assumed to want to fulfill its quotas with disabled people and, hence, demand is assured to exist in the following years, being the uncertainty currently lying solely on the supply side. This business case departed from trying to answer to "Is it possible to create a market?", an introductory phase of the product life cycle with the goal of building awareness and constructing a market from scratch, to answer to "How to enter a market that is already certain to exist?", being in a much more mature stage of the life cycle, striving to guarantee sustainable growth throughout time, seeking to increase market penetration and product preference.

*Figure 2. Business Case growth stage change*



*Source: Duncan Green (2017); Business Case team*

Recalling the interdependency of the three pillars mentioned above, as E suddenly changed due to the regulation of the quotas legislation, the whole S needed to be reformulated as well as the O to adjust to this new reality. For this purpose, and following a review of the context already after the changes, a strategy is proposed with the goal of capturing the niche market of disabled people; and, finally, all necessary resources and incremental costs to implement the strategy are identified, sustainability and feasibility are proved and some final recommendations are provided.

## 4. CONTEXT

### 4.1. Society myths and misconceptions regarding employment of disabled people

To start with, it might be interesting to go through some of the perceptions of society prior to the context change that made this business case strategy change its course. After a careful literature review and investigation it was possible to infer the five main myths and misconceptions felt by society when faced with the subject of the employment of people with disabilities. This section was particularly important before the change in the quotas legislation

because of the necessity to sensitize employees to the inclusion of people with disabilities, something that was not mandatory at the time. With the legal change, and with employees being obliged to fulfill quotas, this mind opening is not necessary for them to employ workers with disabilities, but might still be interesting to deconstruct and change their minds about the issue.

**4.1.1. “The performance level of people with disabilities in certain positions depends on the disability itself and the type of incapacity associated”**

Everyone tends to organize people in homogeneous groups to facilitate relationships and living in society. However, disabled people cannot be seen as an homogeneous group. “Disability is simply another dimension of human diversity” (Powers, Tony, 2008), and there is no such thing as equal disabilities. Just like women are all different from each other due to a multiplicity of other reasons and explanations not having to do with gender, the same goes for people with disabilities. It is crucial to accept human diversity in its nature and understand that performance will not depend on the disability or the type of incapacity associated, but on the person itself and a combination of factors, such as age, education, personality, logical reasoning, predisposition to work, among many others.

**4.1.2. “Employing people with disabilities involves very high costs and implies dramatic adaptations and changes within the company”**

This is a frequent misconception on the employer’s mindset that must be changed since hiring people with disabilities does not have to be costlier than employing no disabled workers. Firstly, disabled people are usually satisfied with creative solutions regarding workplace adaptation and job hours restructuring. Secondly, these accommodations can benefit the workplace and environment overall by reducing employee’s compensation claims and enhancing productivity (Campaign.org, 2016). Finally, the fact that employers receive IEFP co-participation for workplace adaptation and elimination of the architectural barriers and are able to reduce the taxes by each employee with disability hired, reduces significantly the costs of employing the

candidate. In fact, companies can benefit economically for these inclusive practices. A study made by Accenture about “The Disability Inclusion Advantage” revealed that in 4 years, the revenue increased 28%, the economic profit margins increased 30% compared with its peers and the net income doubled for 45 companies identified as leaders in disability and inclusion employment. Furthermore, it also demonstrated that with more disabled people joining the job market the US GDP might increase up to \$25 billion (Accenture, 2018).

#### **4.1.3. “Given their limitations, people with disabilities are less productive when compared to their colleagues”**

In the right environments and through good practices, workers with disabilities can perform at an equal or greater level of productivity, as some studies indicate. Researchers at the Institute for Corporate Productivity conducted a study that showed that “3 out of 4 employers surveyed ranked their employees with disabilities as good or very good on work quality, motivation, engagement, integration with coworkers, dependability, and attendance” (Productivity, 2014). Furthermore, employing highly motivated people might improve job morale and the corporate culture, motivating employees to be more open minded and empathetic and increasing workplace diversity and productivity overall. With the appropriate set of skills and training, disabled people can bring many benefits into the labor market and create competitive advantage. Taking into account all the barriers they face to find a job, their job performance rates are usually higher and they are more likely to keep the job, resulting in higher retention rates and lower recruitment and training costs for the company (Campaign.org, 2016)(Initiative, n.d.).

#### **4.1.4. “Employing people with disabilities entails a high probability of negatively affecting work environment”**

In fact, there are studies showing that people with disabilities affect positively the work environment. First, disabled people are accustomed to work in collaboration with others

(caregivers, physicians, psychologists) to achieve a certain goal, that is why they can be really good team players and create a cooperative environment at workplace. Secondly, since disabled people face more and bigger barriers not only in their daily life but also to enter in the job market, they ended up valuing more the given opportunities and become highly motivated people while performing their jobs. This dedication and willing to work affects positively the job morale and corporate culture, promoting inclusivity and diversity (Campaign.org, 2016). Moreover, represents a commitment to corporate social responsibility, an essential component for the company's strategy and competitiveness, as a study made by the Kenexa High Performance Institute in London showed that companies with a genuine commitment to CSR significantly outperformed companies that did not and demonstrate a higher level of employee engagement and better customer service (Financier Worldwide Magazine, 2015).

**4.1.5. “The biggest barriers in the inclusion of people with disabilities are their own limitations”**

In reality, the biggest barrier in the inclusion of people with disabilities is the employers' mindset. They frequently underestimate disabled people by focusing on their disability instead of their capabilities, and this way of thinking can be difficult to overcome. First of all, it can make disabled people feel worthless and hopeless, making them stop trying for lack of self-esteem, which might discourage the job search process (Jolivet, D., 2018). Secondly, part of the explanation why employers do not hire people with disabilities is because of job performance concerns related with their qualifications, believing that are less productive, costlier, have higher absentee rates and require diverse and expensive resources in order to adapt and make the workplace accessible. Another common misperception is that employing people with disabilities is a step to the unknown, unsettling for co-workers and they would not fit in the company's culture since they are not like everyone else (Woodley, Alex; Metzger, 2012). Moreover, company surveys demonstrate that organizations who employ people with

disabilities successfully are more likely to do it again as they find that the investment benefits their bottom line (Jane, 2011).

#### **4.2. Numbers Overview**

To go deep into the issue of employability of people with disabilities in Portugal, it is crucial to have a general idea of statistical data and its evolution throughout time. The information explored below is the result of the data extracted from a report by Observatório da Deficiência e Direitos Humanos about “Pessoas com Deficiência em Portugal” (2017).

Activity rate for people with disabilities, which measures the weight of disabled people available to work or already working over the total number of disabled people, is shown to be above the average of that of European Union. Moreover, the activity rate for women appears to be consistently lower over time when compared to men.

Regarding the employment rate by type of disability, data shows that, both in Portugal and European Union averages, the value is higher for non-disabled people than for disabled people, and even lower for people with extreme disabilities, cluster in which the Portuguese average is above the EU average.

As for the unemployment rate, numbers are still above the European Union, especially for women with disabilities. The number of unemployed people registered in Instituto do Emprego e Formação Profissional (IEFP) and its specifications may also be useful to gain more insights on the issue. Between 2011 and 2016, even though the total unemployment decreased by 18,8%, in Portugal, the same did not happen for people with disabilities, which increased by 26,7%. The number of both registered women and men increased to 5.538 and 7.645, in 2016, respectively. However, the increase for women was 17,2% higher than for men. Taking into account the profile of people with disabilities registered as unemployed in IEFP for the same time period, one can take several conclusions. First, there are much more unemployed adults compared to young people (11.526 compared to 1.657), which consequently leads to the

number of people looking for a new job being higher than the ones looking for a first job (10.940 versus 2.243). However, it is also noticeable that even though both metrics are increasing over time, the increase in the unemployment among people searching for a first job was 15% higher compared to the ones searching for a new job. Then, there was a reduction in the number of disabled people unemployed for less than 12 months of 6,7%, as opposed to a huge increase of 63,8% on long-term unemployment (equal or greater than 12 months). Additionally, regarding the qualifications of registered disabled people, the number of people with high school and college education has been increasing a lot over time, but the absolute number of people who attended college is still very low (465, in 2011, and 753, in 2016) when compared to that of high school (1.618, in 2011, and 2.557, in 2016). Finally, there was an increase of 138% of disabled people employed by the IEFPP over the period, however, it corresponds to only 10% of the total people with disabilities registered in 2016 (1.363 versus the total of 13.183).

It is interesting to also analyze the number of people with disabilities working for the Private and Public Sectors. In the Private Sector, the numbers increased from 2012 to 2016, but the ratio to the total amount of workers is still almost null (0,42%, in 2012, versus 0,51%, in 2016). Furthermore, the percentage of women with high qualification levels is higher than for men. Regarding the distribution of these people per activity area, the majority of disabled workers is on the manufacturing industry, health and social services, trade industry or in the finance and insurance sectors. As for the Public Sector, the number of employed people with disabilities increased 28,1% from 2011 to 2016, which was clearly more significant for women (+51,1% versus +13,5% for men), that represented the majority all over the period.

After carefully analyzing these statistics, it is fair to say that this is an alarming problem that cannot be ignored in any way and, therefore, there is still a lot of work to do in this area.



### **4.3. Main players in the market**

#### **4.3.1. Instituto do Emprego e Formação Profissional – IEFP**

IEFP is a public organism that covers the continental territory of Portugal and strives to reduce unemployment by promoting the creation and the quality of national employment through the execution of active measures of employment such as professional qualification, professional internships, contract-employment, and others. It has an active role in promoting the professional rehabilitation of people with disabilities alongside *Instituto Nacional de Reabilitação*.

The institution has administrative and financial autonomy and is currently regulated by the Ministry of Labour, Solidarity and Social Security. It acts with a sectorial vocation (civil construction, metallurgic, fashion, commerce, ...) complementing and reinforcing the local units (IEFP, n.d.).

#### **4.3.2. Operação de Emprego para pessoas com Deficiência – OED**

OED is a Portuguese agency operating since 1990 that promotes professional insertion of people with disabilities in the job market. Its mission is to create long-term employment for disabled people with legal age to work and with active registration in one of the four employment centers in Lisbon. Furthermore, it mediates the recruitment process and supports the maintenance and progression of the job position, adapts the workplace, advises companies to apply to supports granted by IEFP, evaluates and provides professional orientation to candidates, and invests on the development of their social professional skills (OED, n.d.).

In fact, after 26 years of existence, OED was able to contact 89.699 employers, did 10.129 integration follow-ups and 2.502 job interviews, resulting in a total of 1.037 people with disabilities professionally integrated in the job market. In the last year, from a total of 288 registered people with disabilities, 50 were recruited with success, representing a percentage of 17% of the total amount (Agência Lusa, 2016).

### **4.3.3. Grupo de Trabalho para o Apoio a Estudantes com Deficiência no Ensino Superior – GTAEDES**

GTAEDES is a group of institutions of the public higher education dedicated to support students with disabilities by providing a better quality service and promote better proximity between services that support disabled students. It collaborates with Direção Geral de Ensino Superior (DGES), Fundação para a Ciência e Tecnologia (FCT) and Instituto Nacional para a Reabilitação (INR). This group is present in 14 institutions across the country, more concentrated in the north and center regions (GTAEDES, 2018).

### **4.3.4. Randstad**

Randstad is a multinational and global leader in the human resources services industry, striving to shape the world by developing new HR solutions to bring together supply and demand in the market and ultimately create value for the society as a whole. The company operates in the following business areas: human consulting, inhouse services, outsourcing, professionals and staffing. Furthermore, it is present in 39 countries around the world, has an average of 37.930 corporate employees and employs around 668.800 people every day, resulting in a total of €23,30 billion in revenues last year. Its strategy as a social responsible company is focused on the social pillar and, therefore, in promoting employability in society.

In Spain, founded in 2004, the Randstad Foundation endeavors to create opportunities for people at risk of social exclusion and ensure equal opportunities in employment. Keeping this in mind, promotes individualized training for disabled people, victims of gender violence, immigrants, long-term unemployed over 45 years old and single-parent families, and advises partner companies to follow an inclusive recruitment.

Currently, Randstad in Portugal is fostering to introduce inclusive initiatives, already developed internationally, in a country where the unemployment of people with disabilities is a serious and neglected problem (Randstad, 2018).

#### **4.3.5. Michael Page**

Michael Page is recognized as one of the leading companies in recruitment consulting and is specialized in placing the most qualified candidates in permanent, temporary, contract and interim positions for the most prestigious companies around the world. Its consulting team benefits from the know-how and market experience gained over the years on the sectors they work for. The company is committed in creating an inclusive and diverse environment by supporting gender balance, sexual orientation, gender identity, families and disability initiatives. Focusing on disability, Michael Page launched Ability@Page to promote these initiatives and remove physical, attitudinal and technological barriers allowing an effective and accessible communication for those who have different kinds of impairments through assistive technology (Michael Page, 2018a).

As a well-established company that operates worldwide, being present in 36 different countries and employing a total of 7.029 people, its business model is focused on organic growth and in expanding into a global enterprise through a strategy that aims to make the company a leading specialist recruiter in all the markets where it is present. Its competitive advantage is the combination of three different factors: brand, culture and scale and the balance achieved in its business over the last 40 years (Michael Page, 2018b).

Recently, Michael Page in Portugal took the first step towards the inclusive recruitment and decided to create a specialized team dedicated to recruiting qualified people with disabilities to promote their inclusion in the job market by giving them more visibility to recruiters seeking for this type of profiles. As a socially responsible company, it also wants to anticipate the legal reality in Portugal that is becoming more regulated for the employment of people with disabilities. Its main goal is to create a mechanism that allows their integration and progression in the job market permanently and add value to the diversity strategies of its clients. With this in mind, they will be responsible for different initiatives such as the creation of a section on

their website for candidates and employers, participation in events to discuss the reality of the disabled people in the job market, and others (Michael Page, 2018c).

#### **4.4. Portuguese Legislation**

##### **4.4.1. Principles regarding the rights and duties of disabled people in society**

As it is stated in the law nº 38/2004 of the Republic's Diary, where the general bases of the legal regime of prevention, qualification, rehabilitation and participation of people with disabilities are defined, there are important principles regarding their role in society. The Principle of citizenship, article 5º, Chapter I, affirms that disabled people have the right to access all the goods and services of society, as well as the right and duty to play an active role in the development of society. On the terms of the article 6º, Chapter I, the Principle of no Discrimination states that disabled people should benefit from measures of positive action in order to guarantee that they exercise their rights and duties and correct some possible inequalities that might persist in their social lives. On chapter III, article 8º, stating the intervention of the public and private institutions, it is reinforced the importance of these entities on the promotion and development of the national policy of prevention, habilitation, rehabilitation and participation of people with disabilities and the duty of the state to support those inclusive initiatives (Diário da República, 2004).

##### **4.4.2. Quotas for employability**

Quotas for employability of disabled people are defined as the minimum percentage of workers with disabilities hired by a company compared to the total number of employees and are usually provided in order to increase opportunities for this minority group, which is frequently subject of discrimination. Those who fail to meet their quotas might have to pay a penalty, commonly reverted to support initiatives such as the inclusive recruitment (Malo & Pagan, 2013).

Up until now, there was not a clear quota requirement for private sector companies, in Portugal, since legislation as it is written gives rise to different interpretations. As stated on article 28º,

Chapter IV, Sector II “Habilitation and Rehabilitation”, private sector companies are required to employ disabled people “up to 2%” of its total of employees, which leads to the misinterpretation that 0% is also included on the range and that it is accepted by the law (Diário da República, 2004). This disincentive for inclusion can be illustrated by the fact that, in the private sector, less than 0,2% of total workers corresponds to disabled workers (Paulo Pimenta, 2018). On the contrary, for the public administration, it is clearly stated that the percentage of disabled people employed must be greater than or equal to 5% when there are 10 or more vacancies available. However, even with this requirement, the private sector still fails to comply with the law and the proof is that, in October of 2017, 2.577 were opened for people with disabilities and only 1,8% were filled (Cátia Mateus, 2018).

On the 24th of October, 2018, in order to regulate the Law 38/2004 and guarantee the employment of people with functional diversity on private sector companies, the Portuguese parliament approved a law project developed by *Bloco de Esquerda* and *Partido Socialista* - which is still awaiting to be enacted by the President of Portugal -, for a new quota system applied to medium and large companies with 75 to 100 or more than 100 employees, respectively. Medium companies are now obliged to employ a number of disabled people, with a degree of incapacity of at least 60%, equal to or greater than 1% of total employees. For large companies, the quota must be equal to or greater than 2%. The minimum degree of incapacity required is a reference from which people with disabilities that present a medical Incapacity Certificate (*Atestado Médico de Incapacidade Multiusos*) can have access to different measures and benefits provided by the law. In this manner, this certificate simplifies the administrative process for disabled citizens to acquire those benefits without requiring a specific certificate for each one. Furthermore, companies will have to adapt the recruitment and selection process as well as the workplace to make it accessible.

Nonetheless, large companies will face a transitional period of 4 years and the medium ones a period of 5 years, in order to guarantee the time of adjustment to meet the quotas with success. For those who do not fulfill the requirements, a system of penalties will be applied and, in case of recidivism, it will be subject to offenses with fines and might be inhibited from competing for public tenders as ancillary sanction for a maximum period of 2 years. The violation of the quotas fulfillment is considered a serious infraction of the law and the non-compliance with the adaptation requirements constitutes a light infraction. The respective fines will revert 65% to Autoridade para as Condições de Trabalho (ACT) and 35% to Instituto Nacional de Reabilitação (INR), in charge for the development of active measures for the insertion of disabled people in the job market (BE, 2018).

#### **4.4.3. Market projections following new Law Project**

Taking this into account, some projections on the future of the labor market for people with disabilities may be performed. By 2023, medium companies are expected to be employing a total of 805 people with disabilities by 2023, whereas big companies are expected employ a total of 13.967 disabled people. This translates into a total number of employed people with disabilities of 14.772 in 2023, which is assumed to grow in the years after given the assumed growth in the number of existing companies each year. However, one must not presume this number respects solely to new employees. It is likely that companies use conditions such as cancer, workplace injuries, or others, to justify the 60% or more incapacity in already employed workers to fulfill the now mandatory quotas.

#### **4.4.4. Supports to Employers**

In general, there is a significant lack of knowledge respecting the benefits that companies get by developing disability inclusion practices, in Portugal, which makes it crucial to raise awareness on the subject. Currently, the political framework for the support to qualification and

professional insertion for disabled people involves access to specific and general measures. (Pinto & Pinto, 2017)

The specific measures consist in programs of employment and support to qualification of people with disabilities and are provided by IEFP. It includes training, evaluation and orientation, support to selection and recruitment and follow-up after placement, workplace adaptation, elimination of any physical barriers that might exist and exemption and reduction of tax contributions to Social Security. It recognizes entities that practice inclusive recruitment - *Marca Entidade Empregadora Inclusiva* -; and finances the acquisition, adaptation and reparation of support equipment. Additionally, it also provides Supported Employment aiming to develop capabilities to ease the transition of disabled people to the open labour market. It is relevant on the purpose of the thesis to specify two different modalities: internships of insertion, with a duration of 12 months, the internship grant contemplates a minimum co-participation of 80%, food allowance € 4,77/day, accident insurance premium of 3,296% IAS = €14,14 and transport allowance of 10% IAS = €42,89/month. and supported employment in open market for people with a degree of incapacity ranging from 30% to 90% registered on the employment center. IEFP co-participates the retribution and contributions for social security according with the degree of incapacity.

As stated above, companies benefit from subsidies for the workplace adaptation for each person with disabilities employed, varying according with the modality practiced. When dealing with employment contracts and supported employment in the open market, the maximum value granted is 16 IAS. On the other hand, for financed internships and insertion-employment contracts, the supports have a maximum value of 8 IAS. In case of the internship result in contract celebration for a minimum period of one year, the entities might have a co-participation of the remaining 50% related to the workplace adaptation support, until a maximum amount of 16 IAS. Regarding the elimination of architectural barriers, the subsidy goes up to a limit of 16

times the value of the IAS and cannot exceed 50% of the value of the construction or the technical means involved (IEFP, n.d.).

*Table 1. Retribution and Contribution to SS, according to incapacity*

Escalão		Comparticipação do IEFP	
N.º	Capacidade de trabalho	% da remuneração	Limite máximo
1	75% a 90%	10%	25% do IAS
2	60% a 74%	30%	75% do IAS
3	45% a 59%	50%	120% do IAS
4	30% a 44%	70%	170% do IAS

\*IAS (Indexante dos Apoios Sociais) = €428.90

*Source: IEFP (2018)*

Concerning the general measures, which include initiatives to promote employment and professional qualification to different publics, people with disabilities benefit from positive discrimination. The Contract-Employment is a measure created in 2017 which consists in financial support to employers enrolled in IEFP at least for 6 months. For disadvantaged groups such as disabled people, the support does not depend on the time of registration. The same is applied to contracts with term (minimum 12 months) that become possible for people in disadvantage (Pinto & Pinto, 2017).

The Government supports the inclusive employment through the reduction of the Contribution Rate for Social Security (single social tax) for companies that employ under no term contracts. The employer has a tax variation from 23,75% (applied to non-disabled workers) to 11,9% of the employee's remuneration for the duration of the employment contract (for disabled workers with less than 80% work capability) (Contribuições, 2015; Expresso Emprego, 2012).



#### **4.4.5. Supports to Employees with Disabilities**

In October of 2017, a new *Decreto-Lei* nº126-A/2017 was published creating the Pension of Social Inclusion (PSI). The PSI is granted to support the increased burden for people with disabilities and to create dignified conditions on their life. It can be divided in three different components: Base Component, Complement and Accretion. The Base Component compensates for the general obligations that result from the disability and replaces the Monthly Life Subsidy and the Social Disability Pension, with a total amount of 264,32€/month. The Complement is applicable when the person has deficiency or insufficiency of economic resources and works as a mechanism of positive discrimination fighting against poverty of disabled people. The Accretion replaces the benefits that compensates specific charges added by their condition of disability. The legal limit for accumulation of PSI with other incomes is an annual amount of €8.500 as working income; an annual of €8.500 for working income plus others earnings and, finally, an annual amount of €5.084,30 as other incomes.

The requirements needed to be able to enjoy the PSI are: legal residence in Portugal; age range between 18 years and normal age of access to the Old Age Pension under the normal regime; and disability with a degree of incapacity equal to or greater than 60%, certified with the Incapacity Certificate.

This support is innovative since it allows the accumulation of the PSI with other incomes for intermediate degrees of disability (60%-70%) under a legal limit, enhancing the social and labor inclusion and autonomy of people with disabilities which, as side effect, will reduce the poverty rates in Portugal. For the purpose of the business case, the PSI is an incentive for people with disabilities to search for a job (Cercica, 2017; Segurança Social, 2017).

#### **4.4.6. Supports to IPSSs**

According to Direção-Geral de Segurança Social, Circular nº 5, ref. DSASI/DASCN, regarding the cooperation agreements with IPSS and the implications of the frequency variation of social

security contributions, it is possible to conclude that the value of the financial contribution provided by social security is adjusted according with the number of people enrolled in the IPSS. This creates a disincentive for the IPSS to integrate their users in the job market, since the alteration on the number of people registered will lead to the deduction of the value corresponding to the user contribution (Segurança Social, 2014).

#### **4.4.7. Government Initiatives for Inclusion and Accessibility on Higher Education**

For the first time, in 2018, the special contingent for candidates with disabilities was extended to the second phase of the National Access of Competition. This was an initiative promoted by the Ministry of Science, Technology and Higher Education, framed on the program of Inclusion for Knowledge. The special contingent terms were also extended for candidates with physical and sensorial disabilities which now are designated as “special contingency for candidates with disabilities”, in order to include all types of disability.

Moreover, the Decree-Law n° 65/2018 (artigo 40.º-E, n.º 4) has created measures of positive discrimination on the access to higher education regarding Professional Technical Courses for candidates with disabilities. These candidates have now priority over the vacancies occupation with a minimum of 2 vacancies and a limit of 4% of the total vacancies.

The initiative “Inclusion for Knowledge” has the main purpose of promoting higher education and knowledge for people with special needs, creating the right conditions for them to exercise the same rights and duties that every citizen in an inclusive society. With this in mind, the regulation of Scholarships Attribution was approved by the state for disabled students with an incapacity of at least 60% that frequent Higher Education with a value correspondent to the total amount of the tuitions (Directive n° 8584/2017, 29<sup>th</sup> September), providing free superior education for those who fulfill the requirements.

Additionally, MCTES has implemented other initiatives as the *Balcão IncluIES*, gathering information about the support to disability during higher education; the existence of groups of support to disabled students and an inquiry to all the Portuguese institutions about the conditions offered to these students with special educational needs (DGES, 2018).

#### **4.5. The Case of Spain**

The reality in Spain is pertinent to illustrate since it differs for its good practices on providing access for this minority group employability.

The public organism responsible for advising and supporting the employment of disabled people is the Public Service of State Employment (Servicio Público de Empleo Estatal), which provides access to employment opportunities through different types of support. The Occupational Centers provide occupational therapy and social adjustment for disabled people who cannot have access to other schemes. The Special Centers are responsible for creating sheltered employment, for a majority of disabled workers, and play an important role in encouraging the transition of this disadvantaged group to the open labour market. Additionally, it can help non-sheltered business to outsource the sheltered centers and fulfill their quotas requirements. The Supported Employment ensures the professional insertion in ordinary companies but with the necessary work adjustments and support inside and outside the workplace. Finally, there is the Ordinary Employment in normalized companies where most workers don't have any kind of impairments, generally comprising the public sector and self-employment cases.

There are established rules regarding the supported employment for people with disabilities used as legal instruments for positive discrimination in Spain. For example, it is required a job coach to provide individualized support and guarantee a successful integration in the workplace. It is also demanded a monitoring before, during and after the placement. In order to facilitate this integration, the legislation allows the participation of private organizations, usually non-

profit employment agencies, that intermediate the job placement and provide services of specialized activation and training. These entities receive national and regional funding to accomplish the political objectives established by the government to promote the employment of people with disabilities. Furthermore, the funding is allocated based on the outcome of each entity to enhance competition and enforce the value creation. Although there is a shared national strategy, at a regional level these services are decentralized and autonomous, benefiting from flexibility of the regional authorities but creating discrepancies between regions. To address this issue, a best-practice programme “Strategy for Employment Activation” was settled across the country to transfer good practices between all the regions.

Furthermore, workers with disabilities receive financial incentives to participate on the activation programmes, according with their type and degree of disability, as well as the employers, who are paid for promoting an inclusive employment through different financial incentives and subsidies depending on the type of contract they offer to the disabled employees. Employers can receive up to €3.906,5 for each disabled worker they employ for indefinitely time and €4,808 for each additional disabled person as tax subsidy. They can also benefit from non-financial incentives such as the participation in programmes like Incorpora supported by La Caixa Foundation, that provides a reputation of corporate social responsibility and fully supports the recruitment and integration processes (Pathways Project, 2016).

A clear example of the good practices in Spain is the La Fageda, a social enterprise that produces dairy products. The enterprise employs 120 employees with disabilities plus 50 disabled people who are retired but continue to have an active participation in the Social Club. Furthermore, it has supported the integration of 40 people with disabilities in local companies and provided programmes where psychologists assist the process of personal and professional rehabilitation for each disabled worker. In addition, for workers without families, the support group manages residence halls and for those who have a higher degree of incapacity,

it is provided an occupational center as well as personalized support at home. All employees are respected and treated equally as any other employee and have the chance to participate in all the company's events and activities. Moreover, they receive on job training to become more autonomous and capable of acquiring tasks with more responsibility. Regarding the salary, 75% of the employees with an incapacity receive a higher amount of money. La Fageda has been awarded for different institutions such as Fundación Empresa y Sociedad, BBVA, Carrefour and others for its good practices on the employment of people with disabilities in the job market (EASPD, 2010).

## **5. STRATEGY**

### **5.1. Positioning and Organizational Model**

The strategy for the inclusive recruitment process should build upon the existent positioning and organizational model. The suggestion is that Argo continues to operate in the market as a strategic recruitment advisor, offering highly customized solutions, with the greatest goal of maximizing value creation to its customers.

The focus of the strategy is solely on Argo Fit's recruitment and selection programmes, given that people with disabilities are more likely to be present on this business target rather than on Executive Search programmes, which is Argo Talent's main target. This is due to the increased obstacles faced by disabled people both in educational and professional environments, which translates into a much more reduced margin of progression within firms and, consequently, very low evidence of this target reaching top management positions when compared to typical workers. Hence, the target for this business case is assumed to be aligned with the focus of Argo Fit, which is working age people with an academic degree and applying for middle or more technical positions.

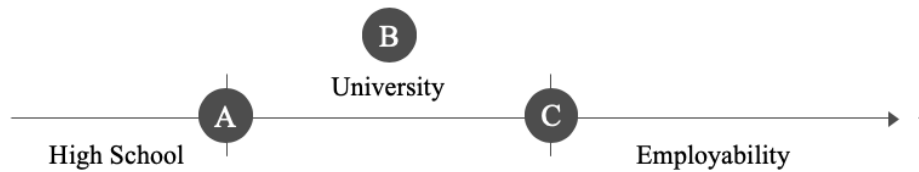
Taking into consideration the job rotation policy that is currently in place, the best solution for the integration of an inclusive recruitment process at Argo is not to create a separate specialized team on the subject, but to maintain the existing teams and make this area transversal to all of them. Moreover, it is suggested that Argo continues to work with the current client-companies, instead of trying to reach new ones specifically for the inclusive recruitment process. This will allow the company to foster and further enhance its relationship with existing clients, as it presents a small and familiar structure, which relies mostly on customer loyalty and retention. Recalling the context change mentioned in the methodology, what is imperative to understand for formulating the best strategy is where exactly the supply target is mainly present and which sourcing channel presents a higher potential in the long term. Universities present as the best answer not only in terms of current supply, but specially in terms of future potential supply, meaning whoever takes advantage of universities first will control the market flow, working as an intermediary between the source - universities - and the job market. However, that needs to be done as soon as possible benefiting from a non-existent similar service in the market up until now.

In the year of 2018/19, there is a total of 1.572 students with disabilities enrolled at universities and there was an increase of 28% in the number of disabled students entering through Special Contingent. As for higher education institutions, there is a total of 290 in Portugal, but only 39% have one or more specific regulations for disabled students. Additionally, from those 39%, only 56% have all central building accessible and only 53% have adapted public transport solutions for such students.

From this, one can conclude that there is a big promising future for this market in the sense that there is still a lot to work on, however it is not structured or prepared for the target and clearly has limited resources for such. The next important step is, therefore, to clearly identify the

inefficiencies and, for that, an ideal academic and professional life path for a disabled person is designed.

*Figure 3. Ideal Academic and Professional Life Path with Bottlenecks*



*Source: Business Case team*

It starts with attending high school, followed by attending university, and then entering the employability stage. Bottlenecks in the path were identified during a meeting held with one of GTAEDES members: (a) transition from high school to the university, time (b) during university and (c) transition from university to employability, which translate into lack of information regarding opportunities, lack of incentives to enter and successfully complete higher education and, consequently, the fear of not having a purpose in the future, explaining the very low number of people entering the job market.

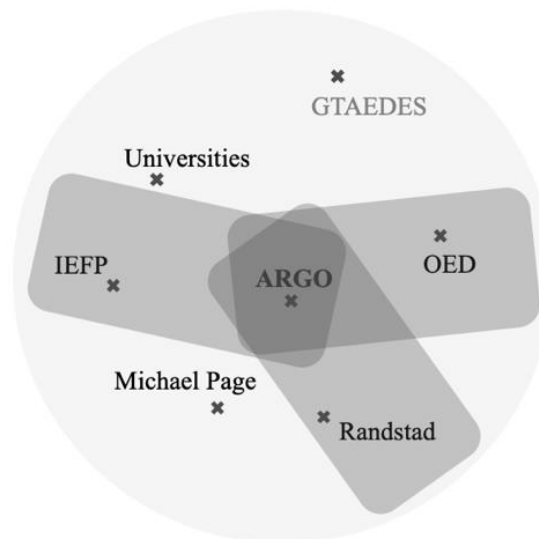
As one can conclude from the size of the target currently enrolled at universities, this is a niche market that will benefit from a competitive approach in its strategic plan striving for market acceleration and rapid development and improvement, instead of a cooperative approach towards the other players in Argo's ecosystem, given the very limited resources in the market. Universities will soon realize that there is a strong need of being more inclusive to be able to answer to the increased demand in the job market as a result of the law project regarding quotas in private sector companies. The suggestion is that Argo positions itself in a way that allows it to benefit from a first mover advantage in its relationship with universities, gaining a competitive advantage by controlling the necessary resources and arranging mechanisms to stamp its own imprint, without losing its identity.

## 5.2. Competition Analysis

In order to analyze the forces that affect Argo's profitability and the competitiveness and attractiveness of the market, a Porter's Five Forces framework is applied. The model provides an industry-view that has to be considered when defining the firm's strategic position within a particular marketplace and analyses the five forces identified as Competitors, Suppliers, Customers, New Entrants and Substitutes.

According to the Portuguese reality, the main players identified in the Argo's Competitive Ecosystem are IEFP, OED, Universities, GTAEDES, Michael Page and Randstad. Despite of operating in the same competitive market, the relationship between Argo and these entities varies in accordance with the level of complementarity that can be achieved by addressing the gaps in the market.

*Figure 4. Argo's Competitive Ecosystem with Complementarity Segments*



*Source: Business Case team*

Although Randstad is also working on the implementation of an inclusive recruitment process with ICF, it is focusing on a different target - people with disabilities with no qualifications - and, consequently, offering a different service when compared with Argo, whereby it is not considered a direct competitor but approached using a logic of complementarity. Additionally,



the relationship with IEFP and OED should follow the same rationale considering that both institutions provide the same service as Argo, yet are not able to drain its target - disabled candidates with qualifications - successfully to the job market. In fact, and according with relevant sources, it is possible to conclude that there is a discrepancy that favors not qualified candidates, reflecting a gap in the market that Argo can overcome with the strategy that one will propose further ahead.

In terms of competition, it is possible to point out Michael Page, which deserves a close attention since, in terms of target and service provided, appears to be the fiercest competitor. Considering that Michael Page took the first step into the inclusive recruitment market, it can benefit from additional time to establish a strong brand recognition as a social responsible company, a solid customer loyalty base and set the market price of its new service. However, it is not evident how Michael Page will put the process into practice as it came from an international directive. Furthermore, the company only made available a general statement where briefly described its introduction into the inclusive recruitment, yet has no strategy available neither any details on how it is going to implement it (Michael Page, 2018c). The fact that the market in question is fairly recent and risky may allow Argo to learn from Michael Page's first moves and identify the areas of improvement to develop a more structured business model to address specifically the market needs.

The suppliers can be identified as Universities, which will play a very important role in the business case. Considering the relevance of creating a strong relationship with these institutions to increase the availability of input and efficiency of the sourcing process, the purpose is to empower and do the lock-in with Universities to guarantee that Argo is always the chosen facilitator to integrate its students. GTAEDES, as an institution present in Universities dedicated to supporting students with disabilities, might be a powerful tool to enforce the link between Argo and Universities, taking into account that both would benefit from a partnership.

When analyzing the buyers - companies and people with disabilities - it is crucial to consider the recent changes on the legal framework that, as formerly explained, influence the demand side by enforcing the regulation of the employment of disabled people. On the one hand, assuming that companies will comply with the quotas requirements, the law enforcement will profoundly impact the market, decreasing the bargaining power of buyers. This reality results in a potential higher industry profitability for Argo. However, the fact that there is a transition period of 4/5 years can have an impact on this force in the sense that the number of buyers will likely be increasing over the years as the period comes due, meaning profitability will not be at its highest in the first years. On the other hand, there may also be disabled people who directly require Argo's services to enter the job market. However, the fact that Argo is introducing a new service generates the necessity to create awareness amongst this group of people, that is expected to gain dimension over the years.

The threat of substitutes incurs from the fact that companies interested in employing disabled candidates with qualifications might look directly into universities instead of using Argo's services. On top of this, the threat might also arise from companies that fulfill the quota requirements with no qualified disabled candidates. Even though this threat is substantial since it can be cheaper than using Argo's services, the fact that Argo offers highly customized solutions with superior quality according to its clients' needs reduces the risk of substitution.

Concerning the threat of new entrants, changes in the legal framework come into question again, as the quotas regulation will potentiate the entrance of other recruitment agencies in the market by transitioning to a more inclusive recruitment model.

Nevertheless, if Argo succeeds locking-in Universities, threats will be minimized, as the market has limited resources and Argo will control the channel.

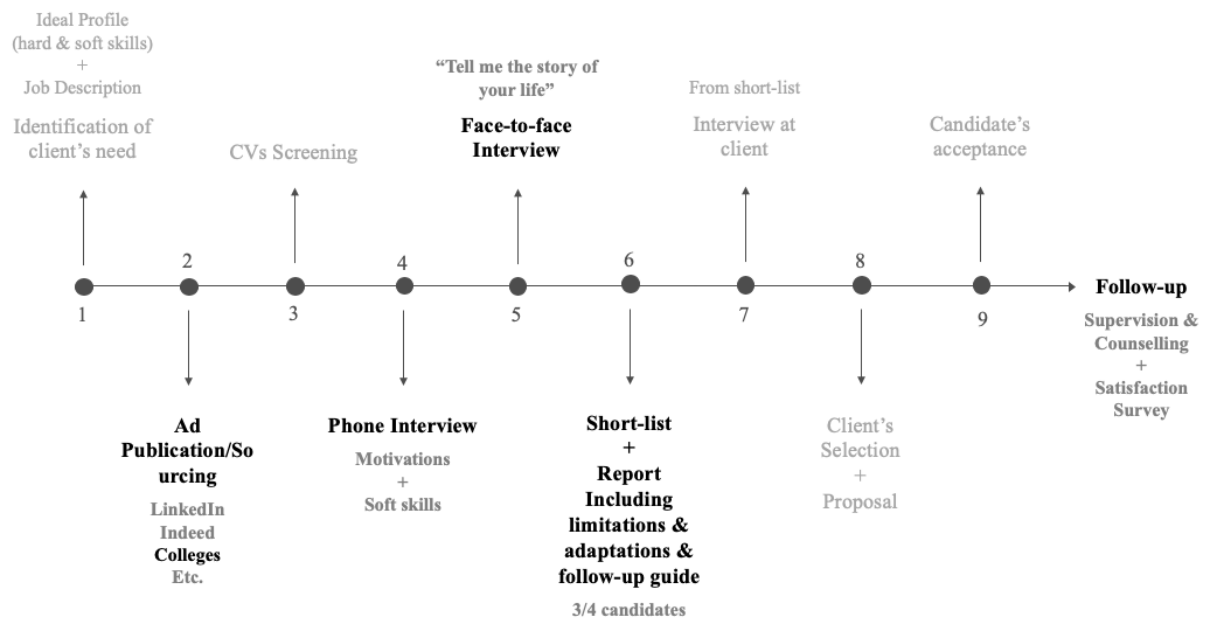
### 5.3. Inclusive Recruitment Process

Continuing to follow an integration reasoning, there are changes and adaptations that are crucial to consider in each phase of a typical recruitment process so that the inclusive model goes as efficiently and smoothly as possible when put into practice.

The first difference is regarding the communication flow, which will now include an additional player, universities, when searching for candidates. Once the client-company's need for a certain job position is received, Argo can then access to universities lists of graduates and sort by the necessary requirements for the job position in question.

Concerning the recruitment process itself, some adaptations are important to highlight. First, as for the (1) ad publication and sourcing - the first phase -, there is a very strong need of ensuring that people with disabilities are present and active on platforms such as LinkedIn, Indeed, etc., and aware of all services offered by Argo. Furthermore, after the screening of the CVs, it is imperative to guarantee (2) interviews are adapted accordingly so that the experience is as pleasant as possible for both interviewer and disabled interviewee. Changes start with guaranteeing transport and infrastructures accessibility to get to Argo's office, pass by questioning if phone interviews are possible with all types of incapacities and end on adapting the way interviews are conducted to each type of candidate. Following the interviews, Argo sends the short-list and report about each of the chosen candidates to the client-company that should go accompanied by a brief summary of both (3) limitations and the necessary adaptations for the integration on the workplace, as well as a follow-up guide, in case it includes a disabled candidate. If the candidate with disabilities is chosen by the client-company and the proposal is accepted, one must decide, depending on the degree of incapacity, if there is the need of having an extra person supporting and also how often Argo should get in touch during the (4) follow-up, last phase of the process.

Figure 5. Inclusive Recruitment Process at Argo



Source: Workshop with Argo

#### 5.4. Suggestions to overcome main differences found during the process

Bearing in mind all the changes and adaptations that must occur in case of an inclusive recruitment process, some initiatives are suggested for Argo to be able to tackle the pain points stated above ((1), (2), (3) and (4)).

##### 5.4.1. Ad publications and sourcing

Starting with (1), it might be interesting to go back to the ideal academic and professional path of a disabled person and to the main bottlenecks that preclude it from flowing naturally. The lack of information, the misconceptions of society and, as a result, the fragility of candidates' personal will and self-esteem, are transversal to the entire path. Considering this, the suggestion is that Argo partners up with GTAEDES and takes advantage of it to help unblocking all the obstacles previously identified. On the one hand, Argo benefits from the already existent relationship between GTAEDES and the universities in which it is present - 14 universities - and also from its relationship with high schools - frequent visits to provide information on the available opportunities -, creating incentives for education and job searching. On the other hand,

upon a recent meeting with one of the members, GTAEDDES showed interest in having an intermediary between the university and the job market by reason of not having enough funding and resources to work with students on the access to the job market upon graduation.

Regarding the bottleneck present on (a) transition from high school to the university, it is crucial that Argo provides to GTAEDDES all its opportunities and services available for students with disabilities after graduation so that it can be shared during usual visits to high schools. This is aimed at raising awareness on those students sense of purpose with the ultimate goal of them following the ideal path until the end.

As for the bottleneck faced (b) during university, it is suggested that the relationship with universities is enhanced by means of: seminars on how to build a proper curriculum and LinkedIn profile without having to expose the disability - as one of the main holdbacks is that they believe they will be discriminated based on their condition -, and the importance of having such things for the job market; seminars on how to find profile matching solutions and how to apply for the desired job positions; talks by people with disabilities telling their own story and experience, enabling to foster proximity and trust connections; Argo's presence at career fairs and university online platforms, allowing students to know that it has an inclusive recruitment process and promoting companies that are accepting students with such profile.

This way, it will be relatively easy to guarantee that the supply side exists and that it is properly prepared, willing and actively looking for a job within its preferences. Hence, it is believed that if (a) and (b) are done successfully, (c) transition from university to employability is automatically unblocked and the path will flow. Moreover, another advantage is that GTAEDDES will have one more option to guide students to the job market by directing them to Argo.

### 5.4.2. Interviews

The pain-point (2) identified in the course of the interviews requires different solutions depending on the stage of the inclusive recruitment process. Respecting the transport, Carris is proposed as an option of transportation as it offers adapted transport solutions and allows one extra passenger to accompany the disabled person for the same price as the typical tickets. Additionally, it is also possible to require to Social Security for personalized transport in Lisbon and Porto districts with no costs associated. Moreover, it is important to, if needed, guarantee a caregiver to support the candidate from beginning to end of the interview process; preferably someone close to the person in question.

In terms of infrastructures, the spotted obstacle was the two front steps on the Argo's building main entrance that will need to be adapted to allow the mobility of people with motor impairments. Taking this into account, the acquisition of a mobile ramp that can be assembled whenever necessary is proposed. The website should also be restructured in order to become accessible for all types of disabilities. Another suggestion is the addition of a section concerning the inclusive recruitment which is specifically directed to candidates and companies that are interested in this innovative service.

During the interview phase, it is proposed that every time the phone interview is not possible considering the candidate's incapacity, a face-to-face interview is followed instead, resulting in a likely higher number of presential interviews in the case of a disabled candidate; or that Argo goes directly to universities and performs multiple interviews to the potential candidates, reducing costs and solving for the transport and infrastructure accessibility obstacle. Furthermore, training is a crucial component to guarantee that all employees at Argo are aware of how to deal with all types of conditions, even though the teams are already sensitized on the subject and motivated to be a part of it. The interview itself must be conducted with the necessary adjustments to flow naturally, in which a partnership with Fundação PT would help

to simplify the process since it provides services to improve the professional inclusion of citizens with special necessities. One of the possible solutions is Special Solutions PT that consists in free apps segmented according with the type of incapacity so that it facilitates the identification of the existent offers in the market: blind impairment; speech, communication; neuromotor, cognitive; hearing, deafness and others (Fundação Telecom, 2013). At this stage, it would be interesting to hire a sign language interpreter to cover interviews to candidates with deafness or presenting inability to speak.

#### **5.4.3. Limitations and necessary adaptations**

In order to overcome the pain-point (3), the suggestion is to send, alongside with the short-list and the report, a follow-up guide that resulted from an Inclusive Talk - 16th of October of 2018 - organized by ICF, which presents recommendations in different and key time periods of the process - before arrival, first-day, first three months and first year - to increase the chances of a successful integration of the candidate in the client-company. Besides, a Problems&Solutions guide should complement the previous one by offering a set of possible problems and myths that might arise from the client-company side and the respective solutions that usually are simple to solve but due to lack of knowledge create a barrier that unables the process.

#### **5.4.4. Follow-up**

To address the last pain-point (4), one proposes the use of an Informal Caregiver chosen by the person with disabilities. This is a valid option that resulted from a law project respecting the Caregiver Status, which is still waiting for the President's promulgation (Miguel A. Lopes, 2018). In other words, the disabled worker can have a caregiver accompanying him/her at work, supporting the integration and being totally financed by the government. Nevertheless, it is crucial to guarantee alternatives such as a voluntary tutor within the company to closely monitor the candidate throughout his work path, taking as an example the job coach required for the supported employment measure in Spain, which could be interesting to replicate. Again, the

follow-up guide is an important complement offered by Argo to facilitate the professional integration.

With respect to communication, the follow-up plan suggests Argo to call on the first day of work to the disabled person or to the caregiver and visit the client-company on three different times: end of first week, end of first month and, finally, end of three months, ensuring that there is a perfect match between the candidate and the company and both sides are satisfied.

### **5.5. Business Model**

Taking a general view of the whole proposed strategy, it is possible to see the similarities to a hybrid business model. This type of model reflects one of the challenges in business-society nowadays, the envision of an economically successful and socially fair world. As a matter of fact, organizations are increasingly shifting from a traditional business model, where the main goal is to generate revenues, to pursue a sustainable one, allowing it to follow both financial performance and social impact in its mission, and achieving a mix of value creation. For Argo, the introduction of the new service and the transition to a hybrid business model will strengthen the relationship with the current clients, in which it strongly relies taking into account its small and familiar structure; contribute to enhance its corporate social responsibility as a company with a social mission; and, as a result, create a future positive impact in long-term.

### **5.6. Concluding Remarks**

In conclusion, the question now is not to guarantee the existence of the demand side, since client-companies will certainly be looking for disabled candidates to comply with the quotas. The aim is to ensure that Argo is so well established within universities and its target that every company will come to it for help on filling the more technical positions it has available and for which it is willing to give an opportunity to a person with disabilities. Furthermore, the fact that the unemployment during the search for the first job increased more than the same for the search for a new job, as already explained in the numbers overview, allows to further justify the



business case target. Besides, one of the main focuses of Argo is young talent, corroborating, once again, Universities as the main source of candidates.

The reason why IPSSs were excluded from the picture of main players was due to the lack of structured information regarding people with disabilities with qualifications being, or not, identified within these institutions. In fact, there is no shared knowledge between IPSSs or a main entity that gathers all this type of information to facilitate statistical analysis, which could compromise the veracity of the business case' results .

In strategic terms, the business case could have been directed to other types of markets besides universities. Examples are the market of unemployed or even employed people with disabilities, with qualifications. By looking at the specificities in each of these markets and bearing in mind the new legislation framework, the conclusion was that universities would represent higher potential, not only in terms of guaranteeing current supply, but specially in benefiting from a future valuable candidates source in case a good relationship is established. Also, given that the legal changes are relatively recent, there is still no competition in the market - which does not happen in the other alternatives - so it is even more attractive for Argo to be a first mover.

## **6. ORGANIZATION**

### **6.1. Financials**

Now that one knows exactly what changes are suggested for the implementation of an inclusive recruitment process at Argo, it is even more important to study the feasibility of the strategy. For doing so, two hypothesis for estimated incremental financials are explained below for the period between 2019 and 2024, assuming incremental costs are: €20.000 in Marketing; €10.000 in Training; and €2.000 in the cost of an inclusive recruitment process, summing a total cost of €8.000 per process assuming the base cost was €6.000 - cost per typical process. These numbers were estimated by Argo for the purpose of the business case.

Regarding hypothesis 1, all incremental capital and operating expenditures for conducting the strategy are assumed to be kept constant throughout the years, whereas in hypothesis 2, the same expenditures are assumed to be decreasing over time as learning and experience improves. Items that are exactly the same in both hypothesis are: the number of placements, assumed as a percentage of the number of graduates for the year, increasing 5% until 2022 and 10% onwards; the price of an inclusive recruitment process of €6.667, calculated as the Argo's expected result for 2018 divided by the 225 placements realized during the year to see revenue allocated to each process and assumed constant over time; the calculation of the total costs, by capital incremental expenditures with operating incremental expenditures times the number of placements for the same year; the calculation of the result, by subtracting total costs from total income; and the calculation of the incremental result per result, dividing the result by the number of placements for the same year.

## 6.2. Hypothesis 1

*Table 2. Hypothesis 1 Financials*

	2019	2020	2021	2022	2023	2024
#Placements	16	31	59	79	120	161
Placements (%)	5%	10%	15%	20%	30%	40%
CAPEX	30 000	30 000	30 000	30 000	30 000	30 000
OPEX	8 000	8 000	8 000	8 000	8 000	8 000
TC	158 000	278 000	502 000	662 000	990 000	1 318 000
Price	6 667	6 667	6 667	6 667	6 667	6 667
Total Income	106 667	206 668	393 335	526 669	800 004	1 073 339
Result	-€ 51 333 -	71 332 -	108 665 -	135 331 -	189 996	-€ 244 661
Incremental pp	- 3 208 -	2 301 -	1 842 -	1 713 -	1 583 -	1 520
ROI	-32%	-26%	-22%	-20%	-19%	-19%

*Source: Workshop with Argo; Business Case team*

Results presented in hypothesis 1 show losses of, approximately, €800.000 in six years, and it appears to be an irreversible situation, even when scaling up the number of placements. Also,

the return on investment (ROI) as a % of total costs appears to stay constantly negative over the years and stabilizing in a negative 19% of return in 2024, proving the unfavourability of such scenario. For this reason, there are only two options: either decrease incremental capital and operating expenditures for the years, or increasing the price. However, the latter was not covered as an hypothesis since it would be unfair and a way of discrimination to put a higher price just because it is an inclusive recruitment process.

### 6.3. Hypothesis 2

*Table 3. Hypothesis 2 Financials*

	2019	2020	2021	2022	2023	2024
#Placements	16	31	59	79	120	161
Placements (%)	5%	10%	15%	20%	30%	40%
CAPEX	30 000	20 000	20 000	20 000	20 000	20 000
OPEX	8 000	7 500	7 000	6 500	6 000	6 000
TC	158 000	252 500	433 000	533 500	740 000	986 000
Price	6 667	6 667	6 667	6 667	6 667	6 667
Total Income	106 667	206 668	393 335	526 669	800 004	1 073 339
Result	-€ 51 333 -	45 832 -	39 665 -	6 831	60 004	€ 87 339
Incremental pp	- 3 208 -	1 478 -	672 -	86	500	542
ROI	-32%	-18%	-9%	-1%	8%	9%

*Source: Workshop with Argo; Business Case team*

That said, for hypothesis 2, marketing and training costs are estimated to decrease €5.000 each in 2020 and assumed constant afterwards. Operating costs of €8.000 per process are expected to decrease over the years, completely converging to the cost of a typical process by the year of 2023. This change results in losses of around €144.000 in four years, reaching the break-even at the end of 2024 and ending that same year with a profit of, approximately, €4.000. Besides, return on investment rapidly increases over the years, going from a negative value of 32% of return in 2019 to a positive 9% return in 2024. This is, hence, the suggested hypothesis for Argo to implement the strategy.

#### **6.4. Further Recommendations**

The research elaborated for the purpose of this business case highlighted important topics for the implementation of the proposed strategy, nonetheless further recommendations are suggested to guarantee the project sustainability in long-term.

First, as already stated, the suggestion is that Argo partners up with GTAEDES to facilitate the relationship with universities. However, GTAEDES is only present in 13% of the higher education institutions with one or more specific regulations for disabled students, which presents a clear growth margin for the future in terms of the supply side in Argo's operations and performance.

Secondly, even though that at an initial stage of the process, the suggestion is to enhance the already existing relationships with current clients, one believes that by building a strong reputation as a social responsible company, more clients will start looking for Argo's services, expanding demand side.

Then, the expectation is that Argo can extend its communications channels in the future, targeting also the other two alternatives that were not covered in this business case and applying a more directed strategy to each.

Additionally, one of the biggest challenges faced while elaborating the business case was the extreme lack of available information regarding people with disabilities in Portugal. Besides, there are also almost no accurate data when it comes to universities and students with disabilities. For this reason, some conclusions are based on approximations and assumptions, therefore representing a risk to be considered on the implementation phase. The recommendation is for Argo to keep aware of all updates and studies on the market to continuously adjust and adapt its strategy to reality.

To conclude, disabled people are an untapped pool of talent that can benefit the company's bottom line and, therefore, represent a new route to finding talent and diversity (Ben Paynter,

2018). The idea behind this business case was to acknowledge where the biggest source of this talent could be. Focusing only on people with disabilities with qualifications, universities present a huge opportunity for grabbing the target from the first moment they step into the job market, thus the first player to make a move and lock-in with universities can control the market flow. Argo Partners is believed to have all the necessary resources and capabilities to be that player, engage in this project and take the most out of it. On top of that, there is an unmeasurable possible future impact that can be achieved by truly enhancing the employability of people with disabilities in Portugal and inspiring the ones that follow to contribute to an even more inclusive society.

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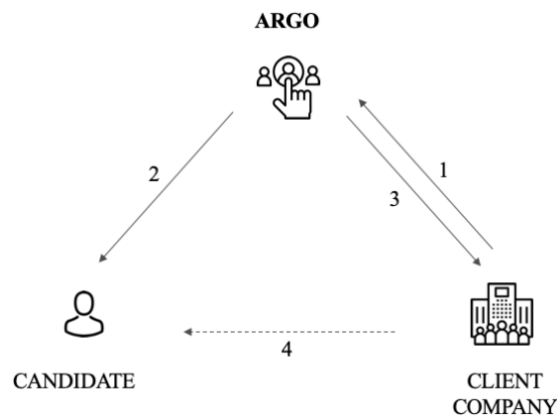
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## APPENDICES

### Appendix 1 – Communication flow for a typical recruitment process at Argo



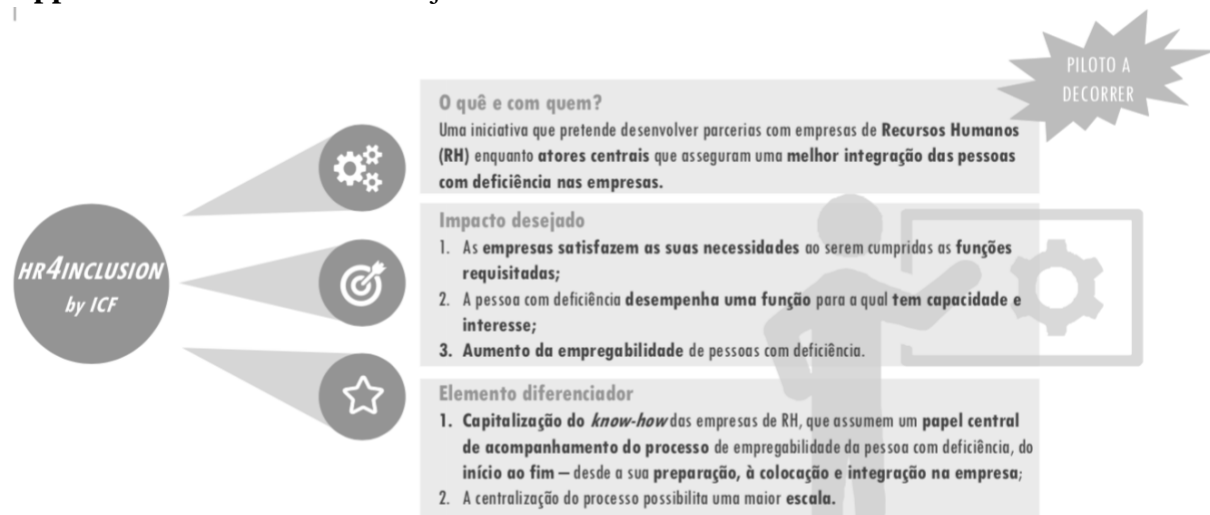
Source: result from a meeting with Argo

### Appendix 2 – Design of typical recruitment process at Argo



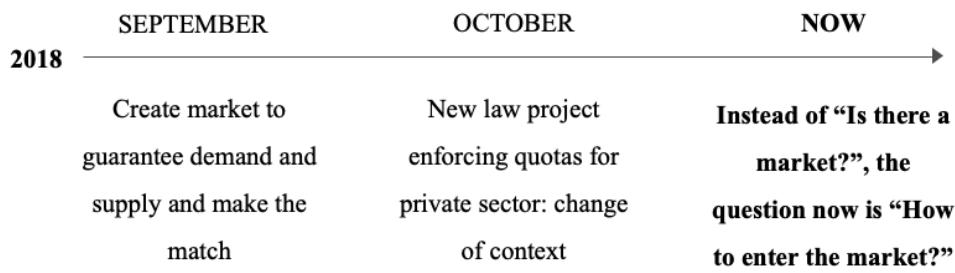
Source: ICF (2018)

### Appendix 3 – HR4Inclusion Project



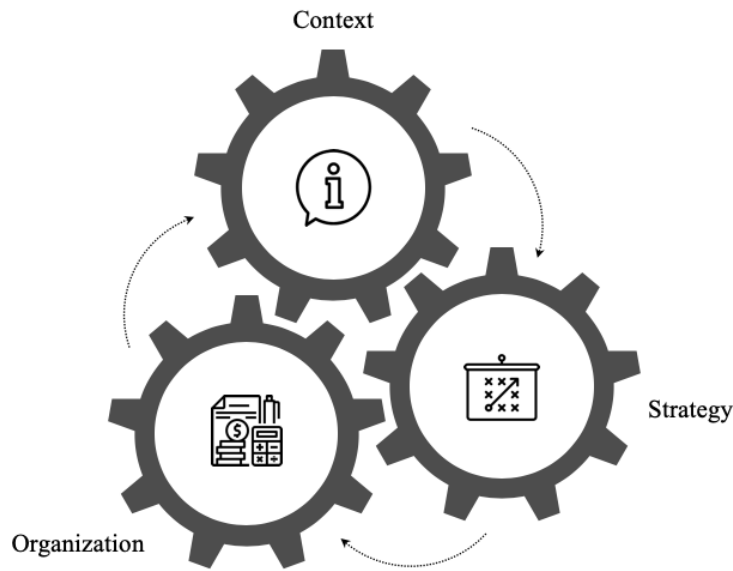
Source: ICF (2018)

**Appendix 4 – Business Case Timeline covering change of Context**



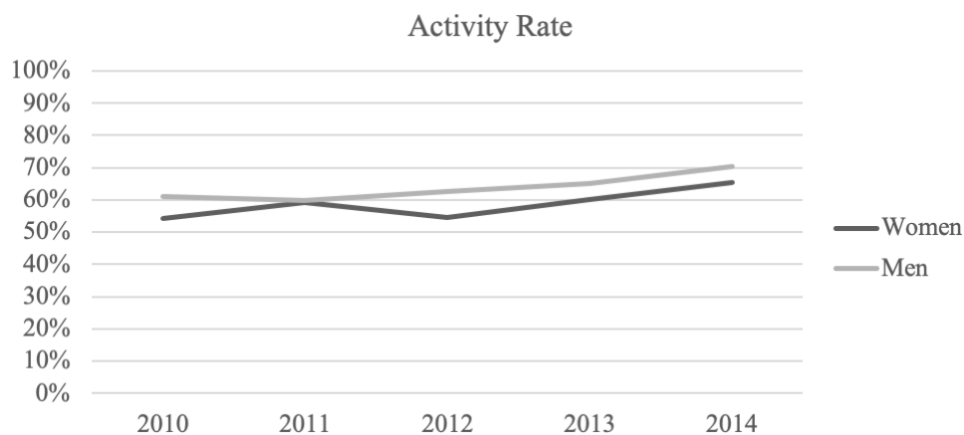
Source: Business Case authors

**Appendix 5 – Methodology**



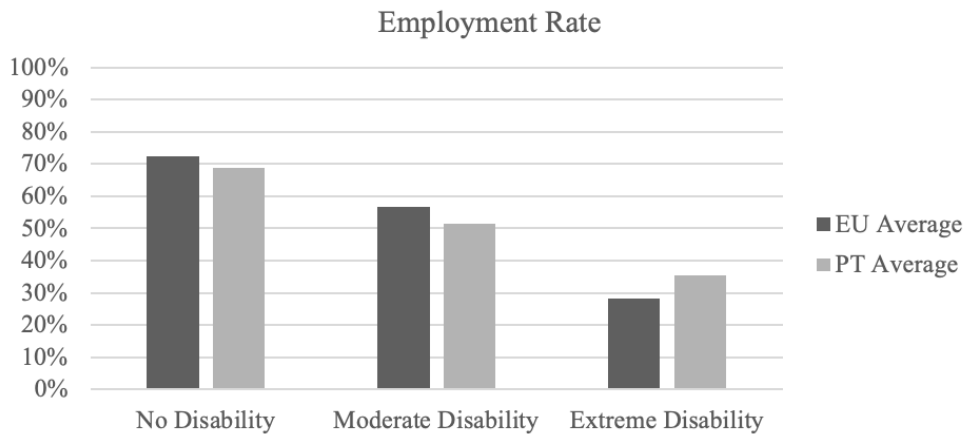
Source: Business Case authors

**Appendix 6 – Activity Rate for People with Disabilities in Portugal, by gender**



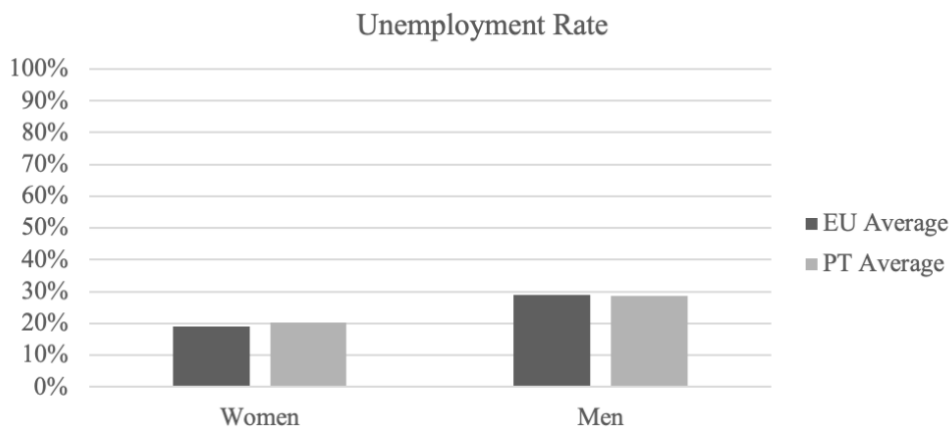
Source: ODDH (2017)

**Appendix 7 – Employment Rate for People with Disabilities in Portugal, in 2014**



Source: ODDH (2017)

**Appendix 8 – Unemployment Rate for People with Disabilities in Portugal, in 2014**



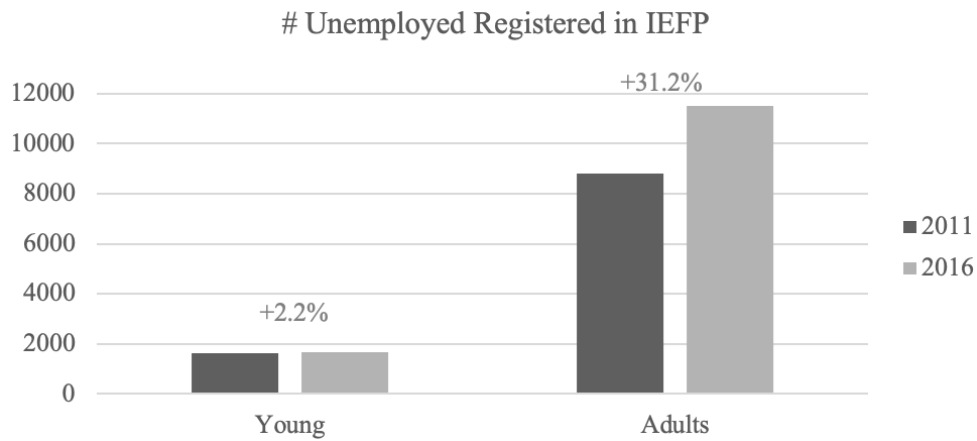
Source: ODDH (2017)

**Appendix 9 – Unemployment registered in IEFP, by gender**



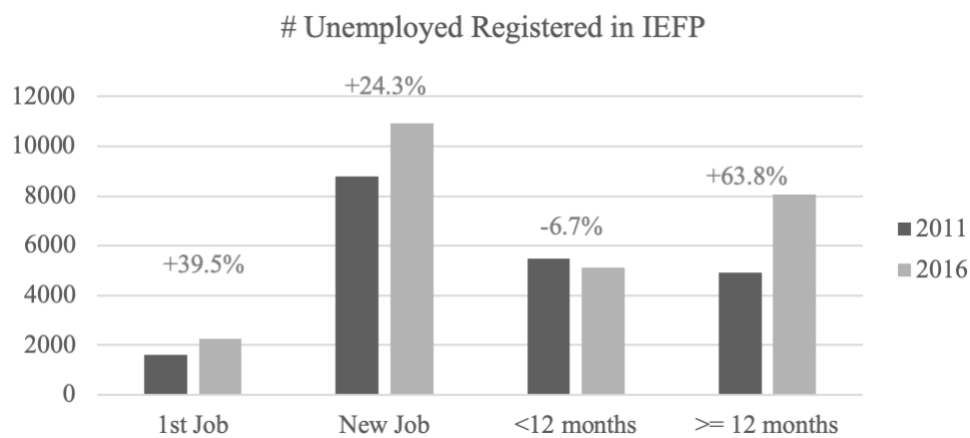
Source: ODDH (2017)

**Appendix 10 – Unemployment registered in IEFP, by age group**



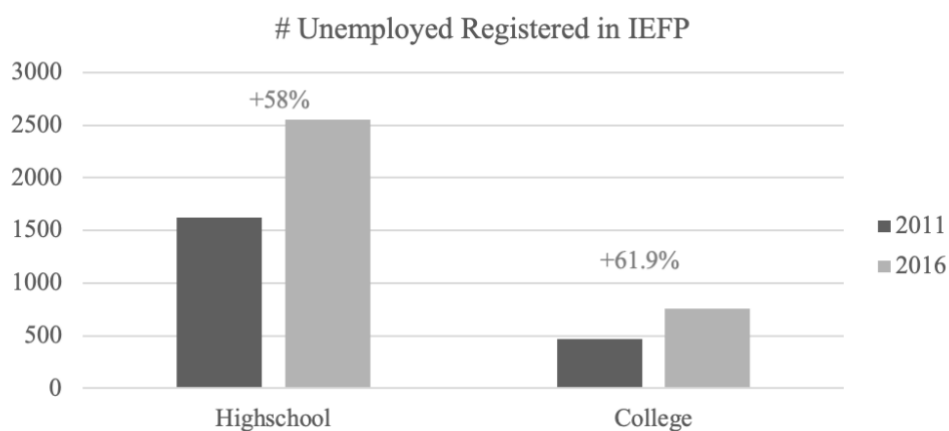
Source: ODDH (2017)

**Appendix 11 – Unemployment registered in IEFP, by type of job and duration**



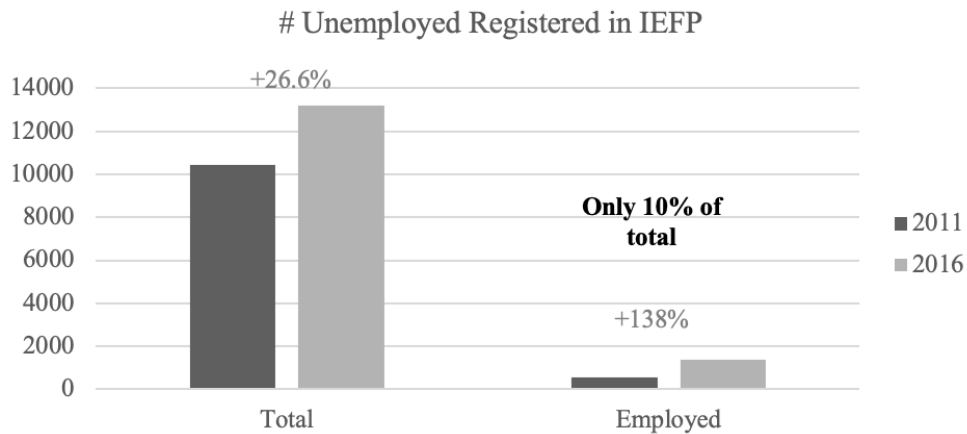
Source: ODDH (2017)

**Appendix 12 – Unemployment registered in IEFP, by qualification**



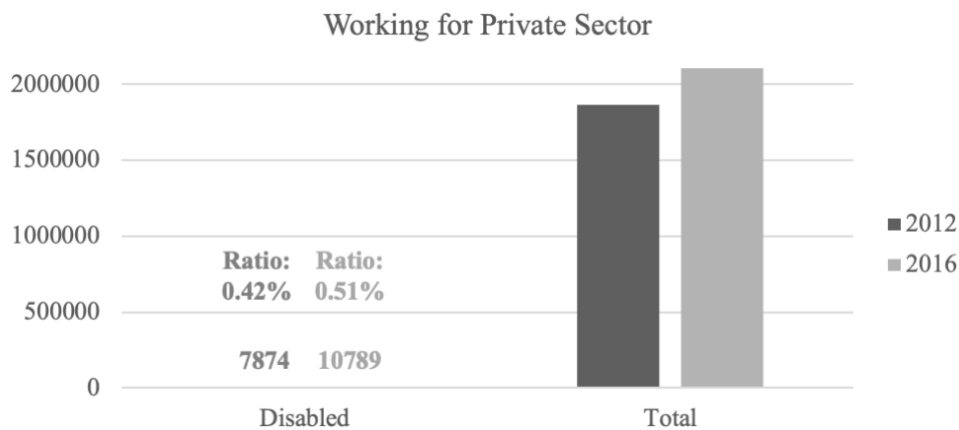
Source: ODDH (2017)

**Appendix 13 – Unemployment registered in IEFP compared to number of placements**



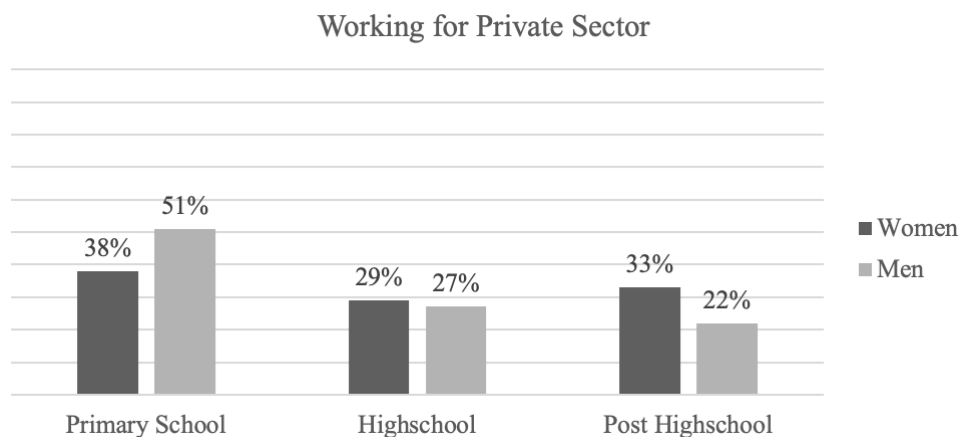
Source: ODDH (2017)

**Appendix 14 – People with Disabilities working for Private Sector**



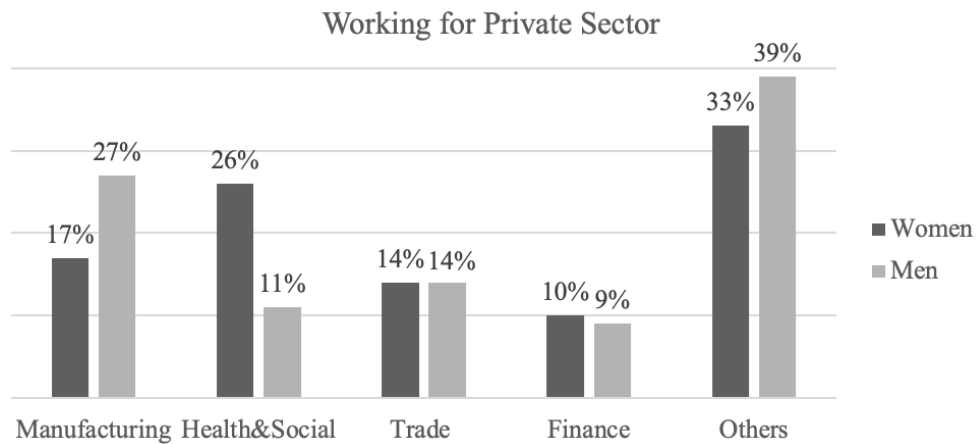
Source: ODDH (2017)

**Appendix 15 – People with Disabilities working for Private Sector, by qualification, in 2015**



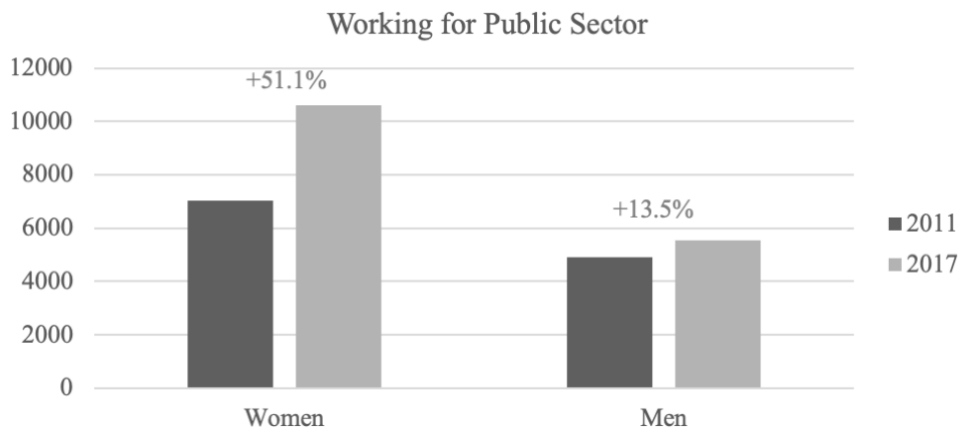
Source: ODDH (2017)

**Appendix 16 – People with Disabilities working for Private Sector, by sector, in 2015**



Source: ODDH (2017)

**Appendix 17 – People with Disabilities working for Public Sector, by gender**



Source: ODDH (2017)



## Appendix 18 – Law Project regarding quotas for Private Sector Companies



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### Texto Final

#### Projeto de Lei n.º 861/XIII/3.ª (BE)

#### **Estabelece a obrigatoriedade de contratação de 2% de trabalhadores com diversidade funcional**

#### Artigo 1.º

##### **Objeto**

O presente diploma estabelece o sistema de quotas de emprego para pessoas com deficiência, com um grau de incapacidade igual ou superior a 60%, visando a sua contratação por entidades empregadoras do setor privado e organismos do setor público, não abrangidos pelo âmbito de aplicação do Decreto-Lei n.º 29/2001, de 3 de fevereiro.

#### Artigo 2.º

##### **Âmbito de aplicação**

1. Para efeitos do presente diploma, consideram-se pessoas com deficiência aquelas que, encontrando-se em qualquer uma das circunstâncias e situações previstas no artigo 2.º da Lei n.º 38/2004, de 18 de agosto, possam exercer, sem limitações funcionais, a atividade a que se candidatam ou, apresentando limitações funcionais, essas sejam superáveis através da adequação ou adaptação do posto de trabalho e/ou produtos de apoio.
2. A deficiência prevista no artigo 1.º abrange as áreas da paralisia cerebral, orgânica, motora, visual, auditiva e intelectual.
3. O regime previsto no presente diploma aplica-se a todos os contratos de trabalho regulados pelo Código do Trabalho, aprovado em anexo à Lei n.º 7/2009, de 12 de fevereiro, na sua atual redação.
4. O regime aplicado na presente lei aplica-se exclusivamente às médias empresas com um número igual ou superior a 75 trabalhadores e às grandes empresas.



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Artigo 3.º

**Prova de Incapacidade**

A certificação da deficiência e a determinação do grau de incapacidade, para efeitos de aplicação do presente diploma, compete às juntas médicas dos serviços de saúde, através da emissão de atestado médico de incapacidade multibusos, nos termos da legislação em vigor.

Artigo 4.º

**Entidade Empregadora**

1. Para efeitos do presente diploma, aplicam-se as noções de tipos de empresa, designadamente de média e grande empresa, constantes no artigo 100.º do Código do Trabalho.
2. Para efeitos do disposto no n.º 1, são equiparadas a empresas outras entidades empregadoras de direito privado ou público, nos termos previstos no artigo 1.º.
3. No caso de empresas com um ou mais estabelecimentos estáveis ou representações e delegações, deve ser contabilizado o número total de trabalhadores da entidade empregadora.
4. Excluem-se da aplicação da presente lei as pessoas em formação, estagiários e prestadores de serviços.

Artigo 5.º

**Quota de Emprego**

1. As médias empresas com um número igual ou superior a 75 trabalhadores devem admitir trabalhadores com deficiência, em número não inferior a 1% do pessoal ao seu serviço.
2. As grandes empresas devem admitir trabalhadores com deficiência, em número não inferior a 2% do pessoal ao seu serviço.



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3. Sempre que da aplicação da percentagem prevista nos números anteriores se obtiver como resultado um número não inteiro, o mesmo é arredondado para a unidade seguinte.
4. Para efeitos dos números anteriores, deve ser considerado o número de trabalhadores correspondente à média do ano civil antecedente.
5. Visando um período de adaptação, é concedido a todas as entidades empregadoras com um número compreendido entre 75 e 100 trabalhadores um período de transição de cinco anos e às entidades empregadoras com mais de 100 trabalhadores um período de transição de quatro anos, a contar da entrada em vigor da presente lei, para cumprimento do previsto nos números anteriores do presente artigo.
6. Com vista ao cumprimento faseado das quotas previstas nos n.ºs 1 e 2 do presente artigo, as entidades empregadoras devem garantir que, em cada ano civil, pelo menos, 1% das contratações anuais seja destinada a pessoas com deficiência, obrigação com efeitos no primeiro ano civil posterior à mesma data.
7. Às entidades empregadoras cujas empresas atinjam a tipologia de média empresa com um número igual ou superior a 75 trabalhadores, ou de grande empresa, quer durante o período de transição previsto no n.º 5, quer após o término do mesmo, é concedido um acréscimo de dois anos, visando a sua adaptação à presente lei.

Artigo 6.º

**Informação obrigatória**

A informação anual das empresas, quanto ao número de trabalhadores com deficiência ao seu serviço, é efetuada no Relatório Único.

Artigo 7.º

**Apoios técnicos e adaptação do posto de trabalho**

1. O processo de recrutamento e seleção dos candidatos com deficiência deve ser adequado, podendo, a pedido dos interessados, haver lugar a provas de avaliação adaptadas.



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2. Para efeitos do disposto no número anterior, o Instituto Nacional para a Reabilitação, I.P. (INR, I.P.) é a entidade competente para prestar o apoio técnico que se revele necessário.
3. Em caso de contratação de trabalhadores cujas limitações funcionais impliquem a necessidade de adequação ou adaptação do posto de trabalho e/ou prestação de produtos de apoio, devem as entidades empregadoras recorrer ao INR, I.P. e ao Instituto de Emprego e Formação Profissional, I.P. (IEFP, I.P.), aos quais cabe a indicação e prestação do apoio técnico necessário, no âmbito da legislação em vigor.

Artigo 8.º

**Exceções**

1. Poderão ser excecionadas da aplicação da presente lei as entidades empregadoras que apresentem o respetivo pedido junto da Autoridade para as Condições do Trabalho (ACT), desde que o mesmo seja acompanhado de parecer fundamentado, emitido pelo INR, I.P., com a colaboração dos serviços do IEFP, I.P., da impossibilidade da sua efetiva aplicação no respetivo posto de trabalho.
2. Poderão ainda ser excecionadas do cumprimento da percentagem prevista nos n.ºs 1 e 2 do artigo 5.º as entidades empregadoras que façam prova, junto da ACT, nomeadamente através de declaração emitida pelo IEFP, I.P. que ateste a não existência, em número suficiente, de candidatos com deficiência, inscritos nos serviços de emprego, de que reúnem os requisitos necessários para preencher os postos de trabalho das ofertas de emprego apresentadas no ano anterior.

Artigo 9.º

**Regime sancionatório**

1. A violação do disposto nos n.ºs 1 e 2 do artigo 5.º da presente lei constitui contraordenação grave.



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2. A violação do disposto no n.º 1 do artigo 7.º da presente lei constitui contraordenação leve.
3. À reincidência da contraordenação prevista no número anterior pode ainda ser aplicada a sanção acessória de privação do direito de participar em arrematações ou concursos públicos, por um período até dois anos, nos termos do artigo 562.º do Código do Trabalho.

Artigo 10.º

**Regime contraordenacional**

São aplicáveis às contraordenações previstas na presente lei o regime contraordenacional regulado no Código do Trabalho, o regime processual aplicável às contraordenações laborais e de segurança social, aprovado pela Lei n.º 107/2009, de 14 de setembro, na sua redação atual, e subsidiariamente o regime geral do ilícito de mera ordenação social, aprovado pelo Decreto-Lei n.º 433/82, de 27 de outubro, na sua redação atual.

Artigo 11.º

**Destino das coimas**

O produto das coimas resultante da violação das normas da presente lei reverte em 65% para a ACT e 35% para o INR, I.P., enquanto entidade responsável para o desenvolvimento de políticas de inserção das pessoas com deficiência.

Artigo 12.º

**Avaliação**

1. A aplicação da presente lei é objeto de avaliação pelo INR, I.P., em colaboração com o IEFP, I.P., de três em três anos.
2. Para efeitos da avaliação prevista no número anterior, são ouvidos os parceiros sociais e a Comissão de Políticas de Inclusão das Pessoas com Deficiência, criada pelo Decreto-Lei n.º 48/2017, de 22 de maio.



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3. O INR, I.P. apresenta um estudo com medidas que promovam o ingresso de pessoas com deficiência na Administração Pública, tendo em conta a avaliação prevista no presente artigo.

Artigo 13.º

**Entrada em vigor**

A presente lei entra em vigor no primeiro dia do mês seguinte ao da sua publicação.

Palácio de S. Bento, 24 de outubro de 2018.

**O PRESIDENTE DA COMISSÃO**

**Feliciano Barreiras Duarte**

Source: Bloco de Esquerda (2018)

## Appendix 19 – Projections of the market given new Law Project

	4 years to adapt								
	2015	2016	2017	2018	2019	2020	2021	2022	2023
#Big Companies (>=100)	2 950	3 038	3 128	3 221	3 317	3 415	3 516	3 621	3 728
#Total Workers	1 073 399	1 109 279	1 146 359	1 184 678	1 224 279	1 265 203	1 307 495	1 351 200	1 396 685
#Total Pwd (1%)					12 243	12 652	13 075	13 512	13 967

	5 years to adapt								
	2015	2016	2017	2018	2019	2020	2021	2022	2023
#Medium Companies (75-99)	937	1 163	1 443	1 791	2 222	2 758	3 422	4 247	5 270
#Total Workers	64 256	66 093	67 983	69 927	71 926	73 983	76 098	78 274	80 512
#Total Pwd (2%)					719	740	761	783	805

<b>Total People with Disabilities</b>					<b>12 962</b>	<b>13 392</b>	<b>13 836</b>	<b>14 295</b>	<b>14 772</b>
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Source: Balanço Social (2015/16)

## Appendix 20 – Inclusive Education System in Spain

<b>Inclusive Education System in Spain</b>
<p>Education is recognized by the Spanish Constitution as one of the essential rights that should be guaranteed equally to every citizen. In order to regulate special education and incorporate it within the general plan of education, the national program Act on the Improvement of the Quality of Education (LOMCE), framed in 2013 to assure the right to education and address the extremely high school drop-out rates in Spain, establishes that learners with special educational needs should attend mainstream schools and the program adapted according with the student's individual capabilities and, just when it is not possible to attend due to the incapacity, the classes will take place in special educational units. The program consists in identifying and evaluating the students' needs and define performance planes by professionals that will be posteriorly monitored at the end of each year to assess possible adaptations and changes that are necessary to facilitate their inclusion in the educational system. Furthermore, the education administrative authorities have the responsibility of developing programs to facilitate the support of these students during primary and secondary school and, as stated by the law, the obligation to adapt exams when required. The specific support measures are the following: appropriate school building facilities, special adaptations to the curriculum, additional support provided by specialist teachers, special teaching methods and materials, reduced class sizes, special arrangements for evaluation or progress through education. All the areas governed by LOMCE are subject of an evaluation performed by the National Institute for Educational Evaluation (INEE) that covers students, teacher and school performances, inspection and educative administrations. INEE is also responsible for promoting initiatives to improve the quality of the educational system.</p> <p>The budget allocated to education comes 80% from public funds (state, autonomous and local authorities) and 20% from private funds and has represented, in 2014, 4.39% of Spain's gross domestic product. Respecting special education, the budget covers staff, operational, furniture and inventoried equipment expenses, grants to non-governmental organizations, canteens, hostels within schools, transportation, new building improvement and removal of physical architectural barriers and financial support to mainstream schools with students with special needs (European Agency for Special Needs and Inclusive Education, 2018; Spanish Government, 2013).</p>

**Appendix 21** – Students with disabilities entering and enrolled at university, in 2018/19

	Enrolled in 2018/19	Entering in 2018/19 through special contingent	Entering in 2017/18 through special contingent
<b>TOTAL</b>	<b>1572</b>	<b>231</b>	<b>180</b>
1ª Fase		186	180
2ª Fase		45	-

Source: Inquérito às Instituições de Ensino Superior sobre necessidades educativas especiais – DGEEC (2018)

**Appendix 22** – Higher Education Institutions in Portugal

	Superior Education Institutions	With 1 or more specific regulations for disabled students	Proportion	All central buildings are accessible	There are adapted public transports
<b>TOTAL</b>	<b>290</b>	<b>112</b>	<b>39%</b>	<b>63</b>	<b>59</b>

Source: Inquérito às Instituições de Ensino Superior sobre necessidades educativas especiais – DGEEC (2018)

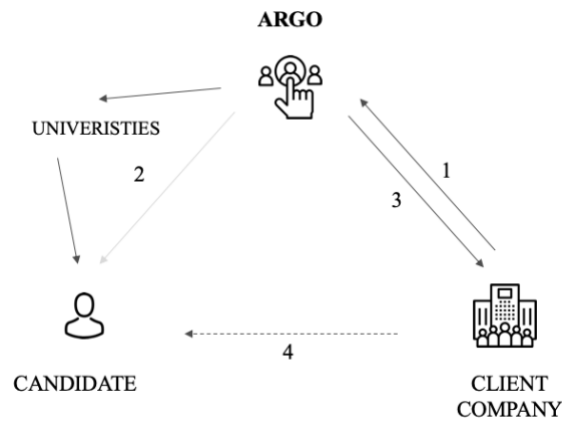
**Appendix 23** – Porter’s Five Forces Analysis



Source: Michael E. Porter (1979)



**Appendix 24 – Communication Flow for an inclusive recruitment process at Argo**



Source: result from a meeting with Argo

**Appendix 25 – Fundação PT Solutions**

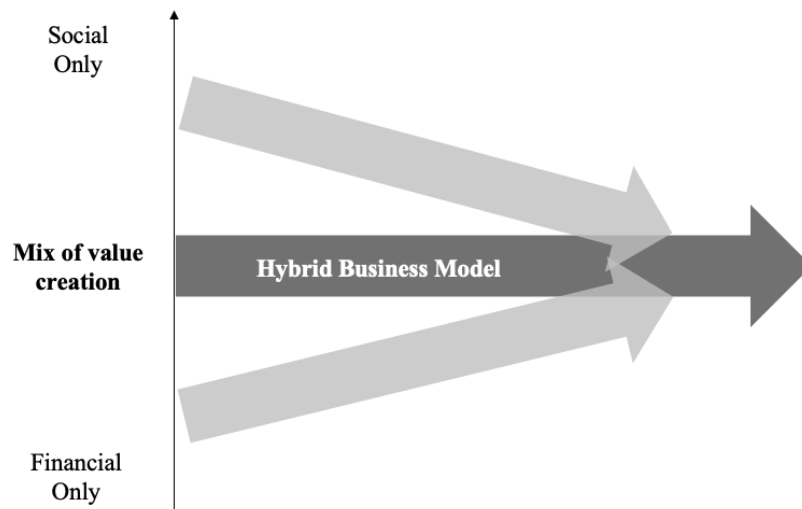
<p><i>Fundação Portugal Telecom</i> is a private and non-profit organization that is committed to social intervention and focused on health, education and communication accessibility areas. Its contribution to society is accomplished by encouraging the development of personal capabilities, especially regarding citizens with special communication needs.</p> <p>Considering the obstacles faced by disabled students during their academic path, one of the solutions proposed is a partnership with <i>Fundação PT</i>, which can be very resourceful in regard to education and communication accessibility and create equal opportunities to every student.</p>	
<b>Scholar Libraries Network</b>	<p>Aims to create inclusive libraries, capable of providing equal reading opportunities for every students, independent of their limitations. The Libraries are equipped with informatic material such as computers and tablets, and accessible technologies (PT JAWS, PT MagicKeyboard, PT MagicEye, PT Grid2, PT SPC and the respective access interfaces (adapted sticks or rats) and offer accessible contains as audiobooks, books in SPC, videos in LGP and sensorial books.</p>
<i>TeleAula</i>	<p><i>Fundação PT</i> has available 25 systems <i>PT TeleAula</i> designed to help disabled students that are unable to attend classes due to an incapacity or severe disease. The system is installed at school and at the student’s resident and the initiative results from the collaboration between DGE (<i>Direção Geral de Educação</i>) and the <i>Fundação PT</i>.</p>
<b>Special Solutions PT</b>	<p>Free apps aiming to improve the social and professional inclusion of citizens with special necessities, ensuring communication accessibility. The solutions are segmented according with the type of incapacity in order to facilitate the identification of the existent offers in the market: Low Vision or Blindness   Speech or Communication   Neuromotor   Cognitive   Hearing or Deafness   Other.</p>

### Appendix 26 – Follow-up Guide Template

ANTES DE CHEGAR	DIA DE CHEGADA	PRIMEIROS 3 MESES	PRIMEIRO ANO
<ul style="list-style-type: none"> <li>- Estimulo de autonomia do candidato, especialmente nos transportes até ao local de trabalho, através de uma colaboração entre a empresa, famílias (e cuidador).</li> <li>- Garantir os recursos técnicos e adaptações necessárias para que o candidato possa desempenhar a sua função (financiado pelo IEFEP).</li> <li>- Escolha de um tutor para acompanhar de perto o candidato ao longo da sua estadia na empresa</li> <li>- Briefing ao tutor sobre as suas responsabilidades: o tutor deverá recolher informação sobre a experiência do candidato e da sua equipa, como forma de garantir a integração do candidato a nível social com sucesso.</li> <li>- Apresentação do tutor à empresa e ao candidato.</li> <li>- Sessão de formação ao tutor e à equipa onde o candidato será integrado, de forma a identificar as suas potencialidades e limitações, assim como lhes ser dada uma estratégia para ultrapassar as limitações.</li> <li>- Sessão de sensibilização e formação a toda a empresa, de forma a envolver todos na mudança de cultura da empresa.</li> <li>- Desenvolver o plano de trabalho do candidato com tarefas detalhadas, com conhecimento do tutor e comunicação ao candidato.</li> </ul>	<ul style="list-style-type: none"> <li>- Apresentação do candidato à equipa e restantes membros da empresa.</li> <li>- Apresentação dos espaços e regras de funcionamento e convivência na empresa.</li> <li>- A empresa deve comunicar ao candidato a estrutura hierárquica onde vai estar inserido, identificando com clareza a quem o candidato deve reportar.</li> <li>- Rever o plano de trabalho com o candidato.</li> <li>- Gerir expectativas: plano de trabalho, critérios de avaliação, métricas e expectativas dos colegas e clientes.</li> <li>- No caso de haver outro colaborador na empresa com a mesma função que o candidato, assegurar que este o acompanha no seu trabalho ao longo do primeiro dia.</li> <li>- Garantir um momento informal (como um almoço em equipa).</li> <li>- Apresentação do plano de integração ao candidato: agendar sessões de balanço com o tutor e o chefe.</li> </ul>	<ul style="list-style-type: none"> <li>- Formação ao candidato, para o desenvolvimento e treino de competências específicas para o desenvolvimento da função: realizar diagnóstico de forma a perceber quais as fases críticas de formação.</li> <li>- Assegurar um acompanhamento dos RH ao tutor, de modo a que não se sinta sozinho.</li> <li>- Momentos de partilha entre tutores e respetivas equipas.</li> <li>- Participação em fóruns de partilha de experiência entre empresas.</li> <li>- Balanço mensal sobre a forma como decorreu o processo de integração.</li> <li>- Reuniões pontuais (presenciais e via telefone) com o tutor, de modo a dar apoio ao tutor e garantir uma boa integração do candidato.</li> <li>- Desenvolver sentimento de pertença do candidato na empresa, com momentos de interação com diferentes equipas dentro da empresa, por exemplo.</li> </ul>	<ul style="list-style-type: none"> <li>- Acompanhamento do tutor por parte dos RH e da chefia do candidato, para que não se sinta sozinho.</li> <li>- Reuniões de feedback e balanço.</li> <li>- Formação adicional ao candidato, de acordo com as suas necessidades e possibilidade de progressão na carreira.</li> <li>- Partilha de casos de sucesso e insucesso, de modo a consolidar o processo, incentivar novos casos e alertar para os riscos e dificuldades de integração.</li> <li>- Feedback por parte da chefia ao candidato, ao fim de 6 meses, para perceber o match entre o candidato e a função e dar a oportunidade para crescer e melhorar.</li> <li>- Feedback por parte da chefia ao candidato, ao fim de 1 ano para traçar o processo de desenvolvimento do candidato e o seu plano de progressão de carreira.</li> </ul>

Source: Inclusive Talk, ICF (2018)

### Appendix 27 – Hybrid Business Model



Source: Boris and Jemison (1989)

**Appendix 28 – Successful Cases**

<p><b>WALGREENS</b></p>	<p>Walgreens is the second-largest pharmacy store chain in US and a great example of a company strongly committed to create equal opportunities to foster an inclusive work environment by hiring people with disabilities. In order to implement inclusive initiatives, Walgreens created its first distribution center in Anderson, South Carolina, designed to employ people with physical and cognitive disabilities that offered equal pay and equal expectations in terms of performance. The company invested in providing training and experiential opportunities for all the workers and management teams and was able to demonstrate that with proper education it's possible to extract the full productivity potential out of disabled people in highly competitive environments. Furthermore, a study made by the American Society of Safety Engineers of Walgreen's distribution centers proved that disabled workers had 48% lower turnover rates, 67% lower medical costs and 73% lower time-off expenses than non-disabled people. The retention rates were also higher since they are more likely to stay longer on the job and costs of accommodation minimal. After the first success, Walgreens expanded its distribution centers to Windsor, Connecticut, which became the safest and more productive warehouse in the US. Nowadays, more than 10% of Walgreen's employees at the distribution centers are disabled workers and the company expects to increase the proportion to 20% (Initiative, n.d.; Walgreens, 2007).</p>
<p><b>METICULON</b></p>	<p>Employers are starting to discover the benefits of hiring people with mental and physical disabilities by focusing on their unique skills instead of their disabilities. The co-founder Garth Johnson of Meticulon Consulting Inc., a Calgary-based technology firm, started to hire people with autism spectrum disorder, for their unique abilities of diligence, ability to focus, precision and attention to detail. It has already opened 12 positions and its success is getting noticed all across Canada and encouraging businesses to replicate the business model. Not only the company is constantly flooded with CV's of potential candidates desperate to work but also has a competitive edge by providing more accurate, detailed and timely results when compared with its competitors. One example of the success of these inclusive practices is Mackenzie Whitney. Although Mackenzie has a math degree from the University of Alberta, always felt discriminated by employers because of his condition, autism, which made him stuck at low paid jobs, irregular shifts and no chances of career progression. Last year, his life has changed when he was employed by Meticulon and currently, he is a full-time junior tester that monitors quality assurance, thriving at his job (Tavia Grant, 2018).</p>