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Fédération Européenne de Finances et Banques Ethiques et Alternatives  
European Federation of Ethical and Alternative Banks and Financiers

# THE ATLAS OF JOB CREATION GOOD PRACTICES FOR SOCIAL INCLUSION

ETHICAL FINANCE FOR  
AN ACTIVE, CREATIVE AND  
SOLIDARITY-BASED EUROPE



PRACTICAL DATASHEETS

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The European Federation  
of Ethical and Alternative Banks  
presents

# **THE ATLAS OF JOB CREATION GOOD PRACTICES** for social inclusion

Ethical finance for  
an Active, creative and  
solidarity-based Europe

Brussels 2010

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# Lantegi Batuak

## Idea

To develop non-profit industrial activities and quality services for employing mentally disabled persons.

## Objectives

1. To find and promote work opportunities for the handicapped allowing them to blossom in a sustainable way and achieve full integration into society.
2. To consolidate the level and quality of employment in the current economic context of crisis and uncertainty on markets where Lantegi Batuak operates.



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### Date of creation | Country

1983 | Spain

### Key words

inclusion, mentally disabled persons, industrial activities and services

3. To ensure motivation of target persons as a guarantee of a greater participation and innovation within the organisation.
4. To reinforce the social and entrepreneurial project thanks to positive economic results and to contribute to its sustainable development thanks to necessary investments in infrastructure, technological advances and improved management process.

## How do they operate?

### Legal form:

Lantegi Batuak is a foundation, allowing it to allocate to an aim of general interest the capital accumulated until 1997 by the founding association Gorabide, active in the Spanish Basque country for the promotion of people with intellectual deficiencies.

### History:

Lantegi Batuak grew out of the Gorabide association, in 1983, thanks to the centralisation of commercial and operational management, voluntary beforehand, of the network of protected workshops which operated in the whole Biscay province until the end of 1960s.

### Activities:

Lantegi Batuak is a non-profit organisation; its mission consists in generating quality employment opportunities for the handicapped, in particular to mentally handicapped people from the Biscay province.

Workplaces are generated by industrial activities and services creation and management which allow the handicapped to enter the process of a social and vocational integration programme ranging from orientation and training in occupational centre<sup>1</sup> and special centres for employment<sup>2</sup> to classic employment.

This organisation is based on a non-profit system which reinvests profits in the organisation to perform the social aim. The organisation's management is in line with the common ethical, solidarity-based, participative, dynamic, effective and efficient project which aims at innovation and adaptation for change in order to achieve the satisfaction of people, customers and the whole community.

The activities and sectors in which Lantegi Batuak operates in order to create workplaces for the handicapped may be divided into two large areas which reaches a customer portfolio of more than 700 companies and institutions:

1. Industrial externalisation represents 51 % of activities:
  - Manufacturing and assembly
  - Electronic assembly
  - Electronics and wiring
  - Production and logistics

2. Auxiliary services represent 49 % of activities:

- Environmental services, gardening and cleaning
- Direct marketing
- Document management
- Integrated services
- Infrastructure management
- Tourism
- Hotel industry
- Services to people, assistance to dependent persons

As for the process of integration of the handicapped, the possibilities are diverse and adapted to individual capacities:

orientation counselling, socio-professional development, ergonomics and adaptation to work at selected positions, occupational service, special employment centre<sup>3</sup>, classic employment.

Today, Lantegi Batuak has 20 centres spread throughout the region and numerous services operating on-site, i.e. in the facilities and branches of client companies.

In total, over 2 183 handicapped people prove day-by-day that they are capable.

Thanks to the close cooperation with the General Council of Biscay and entities such as BBK<sup>4</sup>, the handicapped may easily integrate into the network. Social coverage of the region is large thanks to centres spread throughout the region, Lantegi Batuak may be found everywhere where they are needed and never further than 20 km from the home of a handicapped person in Biscay.

### Target groups:

- Handicapped people in general, people with mental handicap in particular.
- Within the framework of its activities, Lantegi Batuak addresses its activities both to the public and private sector. There is no specific group of clients.

### Why does it work?

- The associative base origins from the local social fabric.
- Professionalization: the structure provides services on the same level of quality as other structures. This has been proven by numerous certificates (quality, risk management) obtained in all sectors where it operates: ISO 9000, ISO TS 16949 (motor sector), OSHAS 18000 etc.
- The structure's dimension.
- Activities diversification.
- Innovation which enables continuing development and adaptation to social changes, to customers' demand as well as to all the needs of integration people.

- The strategic partnership with public and private players and its sustainable and stable character: for example, the partnership with BBK was determined, and still continues: at a very delicate moment when the sector struggles to gain access to credit, BBK continues to support social integration structures economically. At the same time, public financing for programmes intervening in favour of handicapped people remains stable, both that provided by the General Council of Biscay (for the occupational service) and that of state Public Services for Employment (for the Special Centre for Employment).
- Finally, financial solidity which results from an increased capacity of auto-financing is indispensable.

## Results

- 2 183 handicapped people currently working within Lantegi Batuak, including:
  - 1 470 with intellectual deficiencies (68 % of the total),
  - 593 having physical or sensory handicaps (26 % of the total),
  - 120 suffering from mental diseases (6 % of the total).
- Over three quarters of handicapped persons are people who have the greatest difficulties in accessing the labour market, apart from their handicap.
- Moreover, 95 mentally handicapped persons obtained ordinary employment and maintained it, with a contract for an unspecified period of time in 86 % of cases.
- 366 persons work in the structure as professionals (people without a handicap).

## Financial Data

Key numbers for 2009:

- Social capital: € 2 411 000
- Total Balance Sheet: € 63,3 million.
- Equity: € 44,408 million which is a result of the continued policy of reinvesting profits, in force since the establishment under the form of foundation.

In 2009, the sources of financing which were key for the development of activities were:

- sales generated by commercial activities amounting to € 38,2 million;
- subsidies for operations and consolidation of workplaces for the handicapped amounting to € 14,4 million from the General Council of Biscay, from the Special Public Service for Employment and the National Institute for Employment (SPEE-INEM), from the Basque government and European Social Fund;

- investment subsidies amounting to € 1,181 million from the General Council of Biscay and SPEE-INEM.

At least 70 % of the financial year profit will be reinvested in future financial years.

Since the establishment of the foundation, thanks to contributions to equity and the support from BBK Solidarioa, over € 54 million were invested in new facilities, new technologies, in IT equipment and machines, with an aim to allow for a continued creation of new workplaces for the handicapped.

## Prospects

In the area of commercial activities, Lantegi Batuak relies on innovation in order to continue the process of diversification towards the services sector, to increase contracts with the public sector and in the area of sales, to increase added value in the industrial sector.

In the area of socio-professional development of the handicapped, Lantegi Batuak constantly aims at encouraging the greatest possible number of transitions towards the labour market, including access to employment in public institutions.

## And more

« Lantegi Batuak is an instrument which allows us to convert the real market needs expressed by our clients into employment opportunities for the handicapped. For this reason, our role is relating to social training and we use the development of industrial activities and services as a means for social and professional integration of the handicapped. By this bias we prove that a different way of doing business is possible. It is clear that this model, originating from social and solidarity-based economy, may be re-applied in other European Union countries », said Txema Franco, the Lantegi Batuak Foundation Chief Executive Officer.

<sup>1</sup> Occupational centres admit people who show autonomy in performing everyday activities but are incapable of performing professional work. They offer various activities connected with socialisation, communication and building au-

tonomy aimed at opening such people to the outside world.

<sup>2</sup> See the Spanish legal system.

<sup>3</sup> See the Spanish legal system.

<sup>4</sup> See the BBK presentation.