



NATIONAL PROFILES OF WORK INTEGRATION SOCIAL ENTERPRISES : LUXEMBOURG

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The "ELEXIES" Project

This project is specifically concerned with the different types of social enterprise for integration, also known as work integration social enterprise (WISE) in 12 EU countries. Its aim is to identify and describe their main characteristics as social enterprises, the type of work integration they provide, their numbers, and how they have developed and are supported. The ultimate goal of the project is to build a database accessible on internet.

The study is conducted using the EMES Network definition of social enterprise as a common reference point and guideline for determining the social enterprises to be included in the study. The EMES definition distinguishes, on the one hand, between criteria that are more economic and, on the other hand, indicators that are predominantly social.¹

Four factors have been applied to corroborate the economic and entrepreneurial nature of the initiatives.

a) A continuous activity producing goods and/or selling services

Social enterprises, unlike the traditional non-profit organisations, are normally not engaged in advisory activities as a major goal or in the redistribution of financial flows (as, for example, grant-giving foundations). Instead they are directly involved in the production of goods and the provision of services to people on a continuous basis. The provision of services represents, therefore, the reason, or one of the main reasons, for the existence of social enterprises.

b) A high degree of autonomy

Social enterprises are voluntarily created by a group of people and are governed by them in the framework of an autonomous project. Although they may depend on public subsidies, public authorities or other organisations (federations, private firms, etc.) do not manage them, directly or indirectly. They also have the right of participation and to terminate the project.

c) A significant level of economic risk

Those who establish a social enterprise assume totally or partly the risk of the initiative. Unlike most public institutions, their financial viability depends on the efforts of their members and workers to secure adequate resources.

d) A minimum amount of paid work

As in the case of most traditional non-profit associations, social enterprises may also combine monetary and non-monetary resources, voluntary and paid workers. However, the activity carried out in social enterprises requires a minimum level of paid workers.

¹ See C. Borzaga & J. Defourny (2001), *The Emergence of Social Enterprise*, London, Routledge, pp.16-18.

To encapsulate the social dimensions of the initiative, five indicators have been selected:

i) An initiative launched by a group of citizens

Social enterprises are the result of collective dynamics involving people belonging to a community or to a group that shares a certain need or aim. They must maintain this dimension in one form or another.

ii) A decision-making power not based on capital ownership

This generally means the principle of "one member, one vote" or at least a voting power not distributed according to capital shares on the governing body which has the ultimate decision-making rights. The owners of the capital are obviously important, but the decision-making rights are shared with the other stakeholders.

iii) A participatory nature, which involves the persons affected by the activity

Representation and participation of customers, stakeholder orientation and a democratic management style are important characteristics of social enterprises. In many cases, one of the aims of social enterprises is to further democracy at local level through economic activity.

iv) Limited profit distribution

Social enterprises not only include organisations that are characterised by a total non-distribution constraint, but also organisations like co-operatives in some countries, which may distribute profits only to a limited extent, thus avoiding a profit-maximising behaviour.

v) An explicit aim to benefit the community

One of the principal aims of social enterprises is to serve the community or a specific group of people. To the same end, a feature of social enterprises is their desire to promote a sense of responsibility at local level.

The database of work integration social enterprise has been produced for each country. Due to different circumstances in each country (especially legislative frameworks) there have been slightly varied approaches to mapping the sector. Researchers have generally made a great effort to ensure that the most interesting and progressive initiatives are represented. There are certain types of social enterprise which have their own legislative framework, and which are *exclusively* concerned with work integration. The second type, concerns those social enterprise which are exclusively engaged in work integration, but though they are recognisable as a distinctive type, they do not enjoy a complete and specific legal recognition, and thus generally operate under a range of different legal forms also used by organisations out of the field of work integration. Other types of social enterprise do not have their own specific legislation, and only a proportion of that type will be engaged with work integration. Researchers have made particularly strong efforts to ensure that the first two categories are included, but lack of data has meant that some of the latter category may be missing.

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Introduction

We can distinguish three main types of work-integration structures in Luxembourg²:

- structures recognised of socio-economic utility (integration through economic activity enterprises);
- initiatives belonging to the solidarity-based economy (local development and neighbourhood works);
- integration structures for the handicapped (sheltered workshops).

The socio-economic context of Luxembourg has specific characteristics:

- it is a little open economy with a strong and uninterrupted growth (6.4% per year on average);
- there is a chronic shortage of workforce, linked to a growth of the domestic rate of employment of 5% per year and a low unemployment rate (< 3%).

People needing support to achieve socio-occupational integration are faced with a strong competition from jobseekers from border regions of neighbour countries:

- in quantitative terms: there are between 15 and 25 unemployed workers from these border regions (Saarland - Lorraine - Belgian Luxembourg) for each Luxembourgese unemployed worker, and there are even more qualified persons who already have a job;
- in qualitative terms: the vast majority of the Luxembourgese unemployed have a very low level of qualification (85% of them do not have a secondary school degree); very often, their only comparative advantage lies in the fact that they know the country's three languages;
- in terms of salary: the nominal salary cost is constantly pushed up (+4.5% in 2001) in a labour market characterised by a low rate of unemployment, especially for skilled workers.

This situation of competition reinforces the problem of structural unemployment in the country. About one third of jobseekers are considered as "particularly hard-to-place" by the Administration of Employment, among other reasons because of their social situation. Jobs for low-qualified workers are usually occupied by workers from

² The terms used to describe the main categories of work-integration social enterprises in Luxembourg have no formal existence in the country; they have been created by the author for the needs of the present study.

neighbour countries, with the result that inactivity periods are made longer for the most difficult-to-place Luxembourgese jobseekers.

These circumstances led the successive governments to support initiatives for the socio-occupational integration of the most vulnerable groups on the labour market. In a first stage, the projects were selected on the basis of distinct criteria (specific actions, target group, sector of industry, etc.), but they have been maintained up to now in a logic of "pilot projects". This explains the heterogeneity of the various experiences and of their legal frameworks, in the absence of a specific and adapted legislation.

Given the discrepancy between the qualifications of jobseekers and the however numerous job offers, a large part of work-integration actions aim at the training of jobseekers and many structures have mostly training activities.

Finally, we cannot omit to mention the serious social handicaps of the majority of people employed in work-integration structures; all of these structures have had to implement very significant social support and guidance strategies.

Structures recognised of socio-economic utility

1. Brief historical description

The first structures to be recognised of "socio-economic utility" by the Luxembourgish state – through the law of December 19, 1983 – appeared at the beginning of the 1980s. This law provides for the implementation of support to the creation of socio-economic jobs, within the framework of measures aiming to promote the work-integration of young jobseekers. The aim was to facilitate the development of projects aiming at the creation of long-term jobs in services and activities not provided by the public sector nor by mainstream enterprises.

A dozen projects were created, under various forms and in very diversified sectors of industry; all are subsidised by one or several ministries and receive more or less significant support (from 15 to 80%) from public authorities, at least for the funding of their activities linked to their social mission of work-integration of hard-to-place jobseekers on the first labour market. The specific status of these initiatives is negotiated case by case, in an "experimental" logic of pilot projects.

2. Key features

2.1. Legal form(s) and structure of ownership

Nearly all types of legal forms are encountered: non-profit organisation (*association sans but lucratif*, or ASBL), co-operative society (*société coopérative*, or SC) and limited liability company (*société à responsabilité limitée*, or SARL). However, since the state prefers, for accounting reasons, to subsidise associations, most structures are composed of several legal entities: one under the associative form (ASBL), and one under a commercial company form (SC or SARL).

2.2. Pursued goals

All these structures have as their main purpose the work-integration of groups needing socio-educational guidance.

Through qualification measures or salaried occupational activities, these structures all perform social guidance functions; these are more or less integrated in their running structure.

2.3. Type of jobs provided

Since these structures usually aim at the subsequent integration of their workers on the first labour market, they generally offer fixed-term contracts of the "subsidised contract" type. They use all the types of subsidised contracts that are available given the status of the workers they employ: temporary auxiliary worker contract (*contrat*

d'auxiliaire temporaire, or CAT³), occupational re-integration training period (*stage de réinsertion professionnelle*, or SRP⁴) and on-the-job training period (*stage de mise au travail*, or ATI⁵) for recipients of the minimum guaranteed income (*revenu minimum garanti*, or RMG).

Besides the managing team and the socio-educational staff, between 20 and 50% of the salaried workers belong to the occupational guidance staff and they are hired on a regular work contract, usually an open-ended one.

2.4. Weight of training

The workers employed in these structures often lack the pre-requisites to have access to employment. Consequently, the structures must provide a "human" and behavioural training, reinforced by social guidance; before starting the occupational training itself, the beneficiary must learn to respect schedules, to inform the enterprise in case of absence, to accept authority, to reach a certain rhythm of work, to respect work colleagues, etc.

The training provided is generally not formalised; it is based on the principle of "learning by doing", within the occupation itself. However, it has to be noted that some activities do not take place in real conditions of competition and are thus not subject to real economic constraints; their logic is thus very similar to that of training centres.

2.5. Types of employed workers

These structures hire jobseekers registered by the Administration of Employment (*Administration de l'Emploi*, or ADEM). They are mainly oriented towards the employment of young people, although they also accept other target groups (elderly jobseekers, handicapped people, women in distress, recipients of the minimum guaranteed income, etc.), but in a smaller proportion.

Workers belonging to the target group represent between 50 and 66% of the total staff.

2.6. Types of resources

All these structures benefit from a convention with one or several ministries (Family, Social Solidarity and Youth, Work and Employment or Health).

³ The "temporary auxiliary worker contract" is a measure of occupational integration and training provided for in the National Action Plan for Employment; in the framework of this type of contract, the state subsidises part of the salary (50% in the private sector and 85% in the associative and public sectors) of jobseekers under 30 who have been registered for more than one month.

⁴ The "occupational re-integration training period" is a measure of work-integration provided for in the National Action Plan for Employment; in the framework of this measure, the state subsidises part of the salary (50% in the private sector and 85% in the associative and public sectors) of jobseekers under 30 who have been registered for more than three months.

⁵ The "on-the-job training period" is a training period in an enterprise, totally subsidised by the state, lasting at most one year, and intended for recipients of the minimum guaranteed income.

The subsidies granted in the framework of these - more or less important - conventions cover the salary costs of the socio-educational staff and part of the running costs. Beside these subsidies, the structures benefit from public support to employment.

However, in all cases, the major part of resources comes from market activities.

2.7. Links with public policies

In the Luxembourgish context, all these structures openly cooperate with their responsible ministry in the framework of public policies for employment and the fight against social exclusion.

They must be recognised by their responsible ministry.

2.8. Basic data

In 2001, eight structures recognised of socio-economic utility were active in the country. They employed more than 400 people.

3. Relation to the EMES socio-economic criteria

3.1. A continuous activity producing goods and/or selling services

Socio-economic structures all have a continuous activity producing goods and services. This activity, as well as the social benefits generated by the guidance of hard-to-place jobseekers, were at the very roots of these projects.

They usually choose economic activities which are highly labour-intensive, in sectors where technical difficulties are generally limited (gardening, recycling, interim work, cleaning, building, etc.).

3.2. A high degree of autonomy

All these structures are highly autonomous. The subventions and subsidies that they receive from public authorities in the framework of conventions do not imply at all that these interfere in their management or their commercial orientations.

In the framework of the conventions passed with the various ministries, a body is often set up to control the proper use of public funding according to the social aims of work-integration of hard-to-place jobseekers.

3.3. A significant level of economic risk

Since most income of these structures come from their commercial activities, we can say that they support a significant level of economic risk.

3.4. A minimum amount of paid work

Even though there is some volunteer work in these structures, volunteering is often limited to the management functions, because all the people hired have a regular status (work contract, temporary auxiliary worker contract, occupational re-integration training period or on-the-job training period) and are paid according to the conventional salary scales.

3.5. An explicit aim to benefit the community

The aim of all socio-economic structures - namely to promote activities aimed at the socio-occupational integration of hard-to-place jobseekers - is clearly of social utility.

3.6. An initiative launched by a group of citizens

All these structures were developed on the basis of private initiatives and originate in the civil society.

3.7. A decision-making power not based on capital ownership

Given the legal form adopted by most socio-economic structures, the decision-making power could not be based on capital ownership.

In the case of commercial companies registered as limited liability companies (SARL), capital is owned by one or more mother structures which have the associative legal form and decision-making power is in the hand of the board of directors of the association and/or of the members of the association, independently from capital ownership.

3.8. A participatory nature involving the persons affected by the activity

Very few structures promote a participative logic including all the workers; there is practically no participation of workers and other people concerned by the activity in the management of the enterprise.

However, it can be noticed that structures which chose the co-operative form are more likely to develop such a participatory approach, and a few among them even have a very developed participatory character; however, these constitute the exception rather than the rule.

3.9. A limited profit distribution

No reliable data is available, especially for structures with a commercial legal form.

However, we can suppose that, if these structures distribute their benefits, this distribution must be limited, given the fact that they generally generate only relatively limited benefits and that they all are strongly under-capitalised. They can thus only afford a limited distribution of benefits, if they distribute any.

4. The supporting umbrella structures

There is no federative structure in this field in Luxembourg.

5. The innovative features

The main innovative feature of these structures lies in the inclusion of a socio-occupational integration logic in an economic activity.

Initiatives belonging to the solidarity-based economy

1. Brief historical description

At the end of the 1990s, and following in the heels of the European Summit for Employment which was held in Luxembourg in 1997, the two main national unions – the Independent Union Confederation of Luxembourg (*Onafhängege Gewerkschafts-Bond Lëtzebuerg*, or OGB-L), linked to the socialist movement, and the Christian Union of Luxembourg (*Lëtzebuenger Chrëschtliche Gewerkschafts Bond*, or LCGB) – proposed the development of alternative models to fight unemployment.

In close relation with national and local public authorities, the OGB-L set up the Full Employment Objective (*Objectif Plein Emploi*, or OPE) network, which groups together local structures mainly located in the south of the country. These local, regional or sector-based "Initiative and Management Centres" made it possible to provide work for several hundreds jobseekers in various activities, such as environment arrangement, culture, activities for children before and after school, tourism, neighbourhood services or new technologies. The LCGB created, on a quite similar model, the Forum for Employment (*Forum Pour l'Emploi*), which will provide a framework for and support the development of employment initiatives at the local level in the northern and eastern regions of the country.

These recent initiatives are funded through an original system set up by the Luxembourgish government on the basis of a mixed participation of the state (75%) and of a public co-funding structure (25%), this latter being, in most cases, a municipal administration. All projects are set up at the request of the co-funding structure; they must be of general interest and must not compete with the market.

2. Key features

2.1. Legal form(s) and structure of ownership

All initiatives belonging to the solidarity-based economy chose the status of non-profit organisations (*association sans but lucratif*, or ASBL).

2.2. Pursued goals

The goals pursued are three-fold:

- to help jobseekers and recipients of the minimum guaranteed income to get out of their isolation and to provide them with an occupation;
- to work in the long term, helping these people find a stable job on the "normal" labour market, thus achieving their reintegration;

- to develop and offer citizens and the collectivity new services of public utility, not yet provided by the market.

2.3. Type of jobs provided

The main purpose of these structures is to help jobseekers back to work. They offer fixed-term jobs; the contracts are usually passed for an initial three-month period, and then renewed for a period of up to 21 months. The duration of the contracts never exceeds two years.

These structures make use of the various forms of subsidised contracts proposed by the Administration of Employment: temporary auxiliary worker contracts (CAT) and occupational re-integration training period (SRP).

Besides the management and socio-educational staff, about 30% of the salaried workers belong to the occupational guidance staff and are hired on regular work contracts, most of the time open-ended contracts.

2.4. Weight of training

As far as training is concerned, the philosophy of these structures is to help jobseekers improve their ability to cope with everyday life, through social and technical training.

Identified as a key element of individual evolution, training is developed in the form of "capitalizable units" and is organised during working hours, either by and within the structure itself or in partnership with other institutions.

2.5. Types of employed workers

These structures employ jobseekers registered by the Administration of Employment. They are mainly orientated towards the hiring of hard-to-place jobseekers.

2.6. Types of resources

Each initiative is developed at the request of a public partner which contributes at least 25% of the cost of the project. Public partners can be ministries, municipal administrations or consortia involving several municipalities (*syndicats intercommunaux*). The Ministry of Work and Employment funds the major part of the costs, up to 75%.

A small part of resources comes from the sale of services to individuals in the framework of the projects of public utility developed.

2.7. Links with public policies

These initiatives, which were created by the two main national unions, developed within the framework of the European Summit for Employment which was held in Luxembourg in 1997, and whose conclusions recommended that social partners be more closely associated in the policies of fight against unemployment. These

initiatives were created in the framework of the new employment policies defined in the National Action Plan for employment, under the section entitled "Regional and local action for employment".

2.8. Basic data

The two unions implied develop a network of initiatives which represented, in 2002, 37 local or regional structures. These initiatives permanently employ about 750 people, 70% of whom belong to the target group.

Activities are developed in the fields of neighbourhood services, environment, building renovation, cultural and tourism development and new technologies.

3. Relation to the EMES socio-economic criteria

3.1. A continuous activity producing goods and/or selling services

Social economy initiatives develop their activities at the request of a public structure developing a project (municipal administration, consortium involving several municipalities [*syndicat intercommunal*] or public administration). However, most activities - among others neighbourhood services - are pursued in the long term, thanks to the financial support provided by the state.

3.2. A high degree of autonomy

Given their operating (necessity of a public structure to initiate each project) and funding (mixed public funding) systems, these structures have a relatively limited degree of autonomy as far as their development policy and their main orientations are concerned. The board of directors of Initiative Centres is composed of representatives from the various public authorities funding the structure.

3.3. A significant level of economic risk

The notion of economic risk is nearly non-existent in this type of structures, since each project is created at the initiative of a public project supporter, which co-funds the action, and the Ministry of Work and Employment provides the major part of funding. True, it is a need and an obligation for the structures to provide services or goods of a good quality, but the activities are developed outside the competitive market.

3.4. A minimum amount of paid work

Although some volunteering (more or less significant according to the type of project developed) exists, all the people employed have a regular status (work contract, temporary auxiliary worker contract or occupational re-integration training period) and are paid according to the conventional salary scales.

3.5. An explicit aim to benefit the community

The aim of all the activities developed by initiatives belonging to the solidarity-based economy is clearly of general interest. It is even one of the conditions imposed on these structures to benefit from public funding. Moreover, the statutes of these initiatives state that their role is linked to local development and to the occupational integration of excluded people.

3.6. An initiative launched by a group of citizens

These initiatives were created by the two main national unions.

3.7. A decision-making power not based on capital ownership

Since all initiatives belonging to the solidarity-based economy have the form of non-profit organisations (*association sans but lucratif*), the decision-making power cannot be based on capital ownership.

3.8. A participatory nature involving the persons affected by the activity

There is not, properly speaking, a participatory logic developed in this type of structure. However, it has to be noted that the decision-making process is shared among the various stakeholders in the respect of democratic rules, both in boards of directors and in the bodies in charge of day-to-day management.

3.9. A limited profit distribution

The status of non-profit organisation (ASBL) does not allow any distribution of profits. All profits must be reinvested in the structure.

4. The supporting umbrella structures

Local structures initiated by the OGB-L union are grouped together in the Full Employment Objective (*Objectif Plein Emploi*) network. This resource centre aims at guiding, managing, animating and feeding the network of local initiatives by providing services of:

- administrative and accounting management, including secretary services and management of salaries;
- pedagogic support, among other means through offering training and the methodologies linked hereto;

- communication;
- research.

5. The innovative features

The main innovative features lie in the complementary character of the resources and means implemented by the unions, the government and local authorities to develop this kind of initiatives.

These initiatives are mainly orientated towards actions of local development, re-integration and fight against exclusion. What is stressed is the (re)integration of jobseekers and priority is given, among other actions, to the implementation of new services.

Finally, it has to be added that these structures act as "laboratories", both concerning their implementation and the development of new activities, such as new services for citizens and new forms of guidance for jobseekers through the setting up of "training units" defined according to the work that they have to perform.

Integration structures for the handicapped (sheltered workshops)

1. Brief historical description

The first workshops for handicapped workers were created in Luxembourg at the beginning of the 1960s. They experienced a strong development in the last two decades. They employ many people. Given their entrepreneurial character and since the new law on the status of handicapped workers gives the latter a regular status of common law, we have decided to include them in the present study.

2. Key features

2.1. Legal form(s) and structure of ownership

Integration structures for handicapped workers were initiated by foundations and were created under the status of co-operative societies – in cases where the commercial character was predominant – or non-profit organisations (*association sans but lucratif*, or ASBL) – when the guidance and training of the handicapped predominated.

2.2. Pursued goals

The main goal is to allow physically or mentally handicapped people, as well as valid long-term jobseekers, to follow a training path in sheltered or semi-sheltered workshops, in order to help them develop their autonomy and thus ensure them a better occupational and social integration, and - in some cases - allow them to find a job on the first labour market.

2.3. Type of jobs provided

The law of August, 21, 2001 modified the status of handicapped workers, giving them the status of salaried workers. They thus benefit from common law work contracts. Before the passing of this law, they concluded a training convention with the institution where they worked.

Besides these work contracts, many handicapped people receive the minimum guaranteed income (*revenu minimum garanti*, or RMG) and, in the framework of this aid, they receive occupational integration training totally funded by the National Service for Social Action (*Service National d'Action Sociale*, or SNAS⁶).

⁶ The SNAS depends on the Ministry of Family, Social Solidarity and Youth and it is responsible for managing recipients of the minimum guaranteed income and social aid services.

To this, we must add a significant proportion of fixed-term jobs, of one year of duration, intended for jobseekers who follow a "training period" in the various workshops.

2.4. Weight of training

The salaried workers are engaged full-time in their training programme, whose duration varies between one and three years. The on-the-job training offered is essentially practice-based. Work in the workshops, on the basis of the orders put by customers, thus constitutes the main part of the training, which is complemented by a basic theoretical approach, sometimes reinforced by training sessions centred on social life or citizenship in general. Self-learning is often encouraged, through multimedia tools which make it possible for the staff members to learn more, at their own rhythm, in specific sectors in which they are particularly interested.

About 20% of occupation time is devoted to training, but work and training remain deeply intertwined in these structures.

2.5. Types of employed workers

The target group is composed essentially of people with a handicap and recognised as handicapped workers, although these structures are open to a limited number of long-term jobseekers.

2.6. Types of resources

Resources come from many sources. About between one half and two thirds of the budget are funded through conventions passed with the Ministry of Work and Employment and the Ministry of Family, Social Solidarity and Health. Most of these structures are also supported by the European Social Fund. The part of income linked to the commercial activity rarely represents more than one third of resources and the remaining part is funded through the donations received by the supporting structures.

2.7. Links with public policies

In the Luxembourgish context, all these structures openly collaborate with their responsible ministry in the framework of public policies for the employment of handicapped workers. A close collaboration exists with the Service of Handicapped Workers of the Administration of Employment, which supports the development of projects, funded among others by the European Social Fund.

These structures must be recognised by their responsible ministry.

2.8. Basic data

We have counted 14 structures, employing more than 600 salaried workers in activities such as serigraphy, printing, pottery, gardening, accounting, locksmith services, woodwork, restaurants, basket-making, ceramics, housework, office services, etc. It has to be noted, as an exemplary achievement, that an amusement park is managed by one of these structures.

3. Relation to the EMES socio-economic criteria

3.1. A continuous activity producing goods and/or selling services

All these structures develop a continuous activity producing goods and services; the main aim of their activity is the training of their target public, and the support to their workers to help them achieve autonomy. However, in order to ensure this function, the structures have chosen to propose activities in the competitive economic market.

They generally choose economic activities which are highly labour-intensive, in sectors where technical difficulties are generally limited and compatible with the occupation of disabled workers.

3.2. A high degree of autonomy

All these structures have a high degree of autonomy as far as their management and strategic orientations are concerned. The subventions they receive and the conventions passed with public authorities do not imply at all that the latter might interfere in their choices or commercial orientations.

3.3. A significant level of economic risk

The strong implication of public authorities in the funding of this type of structure strongly limits the level of economic risk. However, it has to be noted that all the activities developed are managed very strictly; if not, they must be abandoned.

3.4. A minimum amount of paid work

The law of August 21, 2001 gives the disabled workers the status of salaried workers bound by a work contract. Consequently, the vast majority of people employed in these structures are salaried.

3.5. An explicit aim to benefit the community

The aim of all these structures is to promote the integration, autonomy and personal development of the disabled.

3.6. An initiative launched by a group of citizens

These structures were initiated by private foundations created by groups of citizens.

3.7. A decision-making power not based on capital ownership

Given the associative or co-operative legal form adopted by these structures, the decision-making power could not be based on capital ownership.

In the case of commercial companies under co-operative status, capital is owned by the mother structure, which has the associative or foundation legal form, and decision-

making power is then in the hands of the board of directors of the association and/or of the members of the association, independently from capital ownership.

3.8. A participatory nature involving the persons affected by the activity

In this type of work-integration social enterprises, boards of directors and executive boards do not evolve towards a more participative approach.

3.9. A limited profit distribution

There is no distribution of benefits in this type of structures; possible benefits are totally reinvested in the activity.

4. The supporting umbrella structures

For about a dozen years, the Info Handicap network has brought together the majority of associations active in the sector of the disability in Luxembourg.

5. The innovative features

The main innovative feature of these structures lies in the integration of disabled people in the development of an economic activity, often on a large scale.

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