

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

IMPACT FIELD LAB

THE NEW QUOTA LAW OF EMPLOYMENT FOR PEOPLE WITH DISABILITIES:
ASSOCIAÇÃO SALVADOR'S OPPORTUNITY TO INCREASE SOCIAL IMPACT
WHILE ENSURING FINANCIAL SUSTAINABILITY

Chapter 3: Business Model and Value Proposition

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Abstract

Associação Salvador is a non-profit organization dedicated to promoting inclusion and improving the quality of life of people with reduced mobility. The primary purpose of the research was to determine if Associação Salvador could leverage the new employment quota law to increase its social impact while ensuring financial sustainability.

The main goal of this chapter was to develop a marketing mix based on the analyse of *Destino: Emprego*'s segmentation, targeting and positioning.

After the analysis, *Destino: Emprego* is advised to offer Inclusive Consulting Services and Awareness Sessions for the B2B segment and Inclusive Recruitment Services for B2B and B2C.

Keywords: Social Enterprise; Social Impact; Segmentation; Management; Targeting;

Marketing Mix; Inclusive Recruitment; Motor Disability

The New Quota Law of Employment for People with Disabilities: Associação Salvador's Opportunity to Increase Social Impact While Ensuring Financial Sustainability

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EXECUTIVE SUMMARY

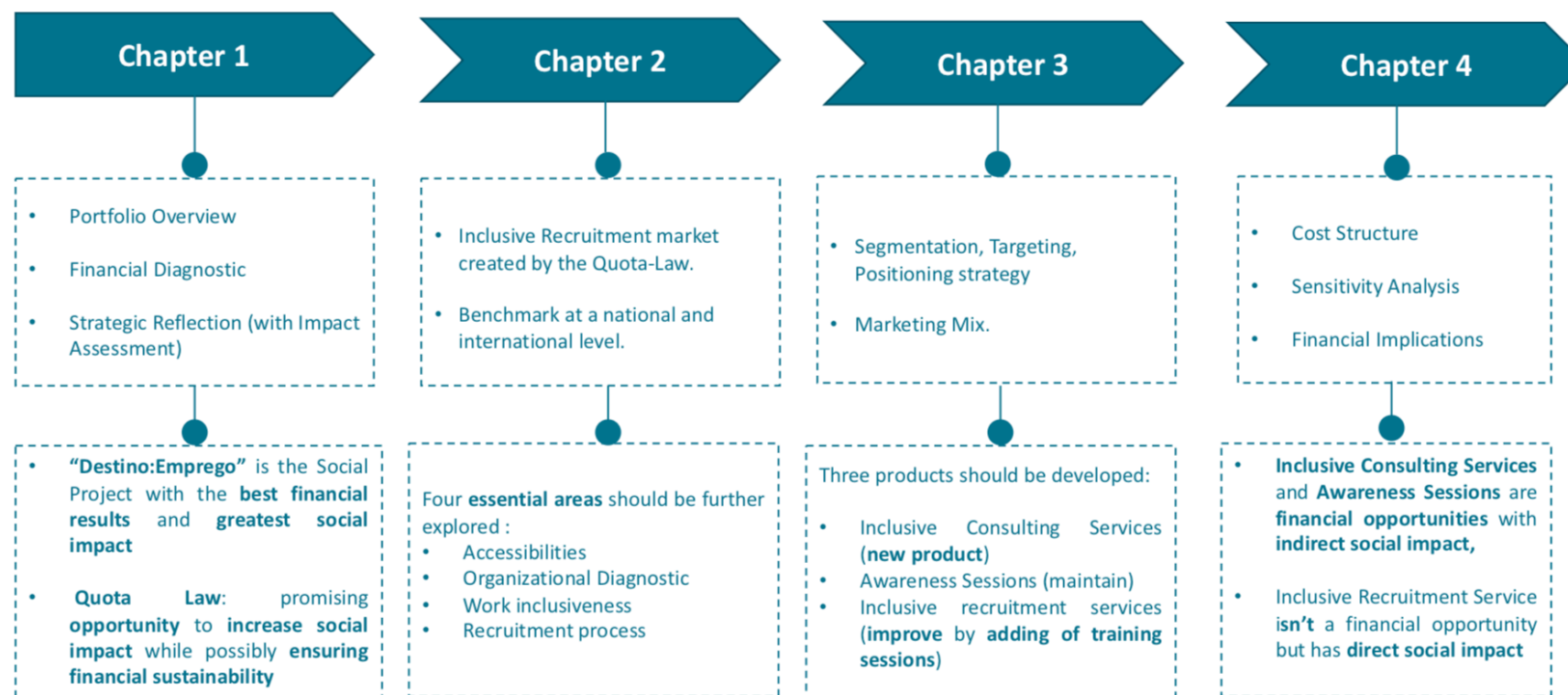
Project Overview

This work project was focused on **Associação Salvador**, a Portuguese **non-profit organization** that aims to **support and improve the quality of life of people with motor disabilities**. Taking into account the new **Quota Law of employment** for people with disabilities, the purpose of this research is **to determine if this legislation can be an opportunity to be seized by the association to increase its social impact while ensuring financial sustainability**. The organization and its portfolio were analysed, including its Social Project **“Destino:Emprego”** focused on promoting the employability of its target group, and a market study was carried out to develop a suitable business model for this Social project, taking into account the context of the Portuguese market and the new opportunity created by the Quota Law. It was suggested that **3 products** should be offered as part of this Social Project, with financial implications being drawn at the end.

Recommendations

Analysis

Findings



As there are **no market conditions to charge** for the **Inclusive Recruitment Service** and knowing it is the initiative with the **highest social impact** created **per beneficiary**, it is recommended that it **continues its current model** of being a service delivered for **free** and based on **third-party donations**.

Due to the likely **increase of demand by companies** based on the **Quota Law**, as well as the possible **improvements on the service (hard-skills training sessions)** and the likely increase of **donations**, it can be forecasted an increase of the **placement rate** and an ability to **follow a higher number of candidates** per year. Therefore, it is possible that the number of **beneficiaries impacted annually will grow in the future**, increasing the **direct social impact** created.

Regarding the **Inclusive Consulting Services** and **Awareness Sessions**, due to the market's **willingness to pay**, it is recommended that Associação Salvador focuses on **implementing these services**, due to its **financial opportunity** and its **indirect social impact**.

Associação Salvador can also use the **Inclusive Recruitment** as a **“loss leader”** that **incentivizes the purchase of the other services**, whose **profits** can be also used to help ensuring the **financial sustainability** and increase the **impact of the Inclusive Recruitment**.



Chapter 3: Business Model and Value Proposition

Chapter 3: Business model and value proposition

3.1

Segmentation, Targeting & Positioning

What are the target segments of the market, the respective size and the positioning?

- 3.1.1 What are the major factors influencing the market segmentation strategy?
- 3.1.2 Based on those factors, what are the geographical market segments in which "Destino: Emprego" will operate?
- 3.1.3. What are the markets that will be targeted by "'Destino: Emprego'"?
- 3.1.4. In terms of the overall market, how substantial are the markets targeted?
- 3.1.5. Why is Associação Salvador a good partner to take the most out of the opportunity created by the quota law?

3.2

Marketing Mix: Products, Price, Place & Promotion

What products will "Destino: Emprego" put on the market?

- 3.2.1 Which product lines will be available and to which markets are they targeted?
- 3.2.2 How to price each type of product line?

How will the products be provided and promoted to the target markets?

- 3.2.3 Where will the products be placed?
- 3.3.4 What are the major channels that will be used in the promotion of the "Destino: Emprego"'s products?

Methodology

- Analysis of internal documents
- Data analysis

- Benchmarking similar "Destino: Emprego" products

Considering the main takeaways from the Market Study, as well as the organizational features of Associação Salvador, the geographical segmentation of the market was restricted to the Lisbon and Porto Metropolitan Areas

The market geographical segmentation was based on the following factors...



Associação Salvador organizational features:

- **Offices** location and **ongoing operations'** geographical scope
- Already established **partnerships** with several **large and important companies** in those regions



Market characteristics:

- Highest potential **market opportunities** for inclusive recruitment, and consequently potential **high demand** for "Destino: Emprego" products (Market Study Opportunities Map)

... that when applied lead to the market segmentation strategy towards 2 regions:

➤ **Lisbon Metropolitan Area (2020)**

Number of municipalities: 18
 Working age motor disable population: 26796
 Number of firms covered by the law: 1499
 of which are large firms: 439
 Number of disabled vacancies: 14267

➤ **Porto Metropolitan Area (2020)**

Number of municipalities: 17
 Working age motor disable population: 17152
 Number of firms covered by the law: 840
 of which are large firms: 168
 Number of disabled vacancies: 5442

"Destino: Emprego" will have targeting strategies tailored to each market approached. The B2B target will be large firms, while the B2C target will be motor disabled workers reached either directly or through another organization

Within the AML and AMP regions, **Associação Salvador** will approach two different markets, the **B2B** (Firms) and the **B2C** (Motor disabled workers). Thus, the **Targeting** will be **designed differently** and according to the **different factors** of both markets.

B2B TARGETING STRATEGY

Target: Large Companies

Firms Targeted:

AML – 439 firms

AMP – 168 firms

Vacancies targeted:

AML – 12273 vacancies

AMP – 4229 vacancies



Target firms cover 60% of the relevant market vacancies

B2C TARGETING STRATEGY

Target: Workers with motor disabilities that are fit to work

Target Market:

AML – 19263 workers

AMP – 12330 workers

Target Market Channels:

- **Direct channels** – B2C – direct contact with the target workers
- **Indirect channels** – B2B2C – contact with target workers through other institutions/partners

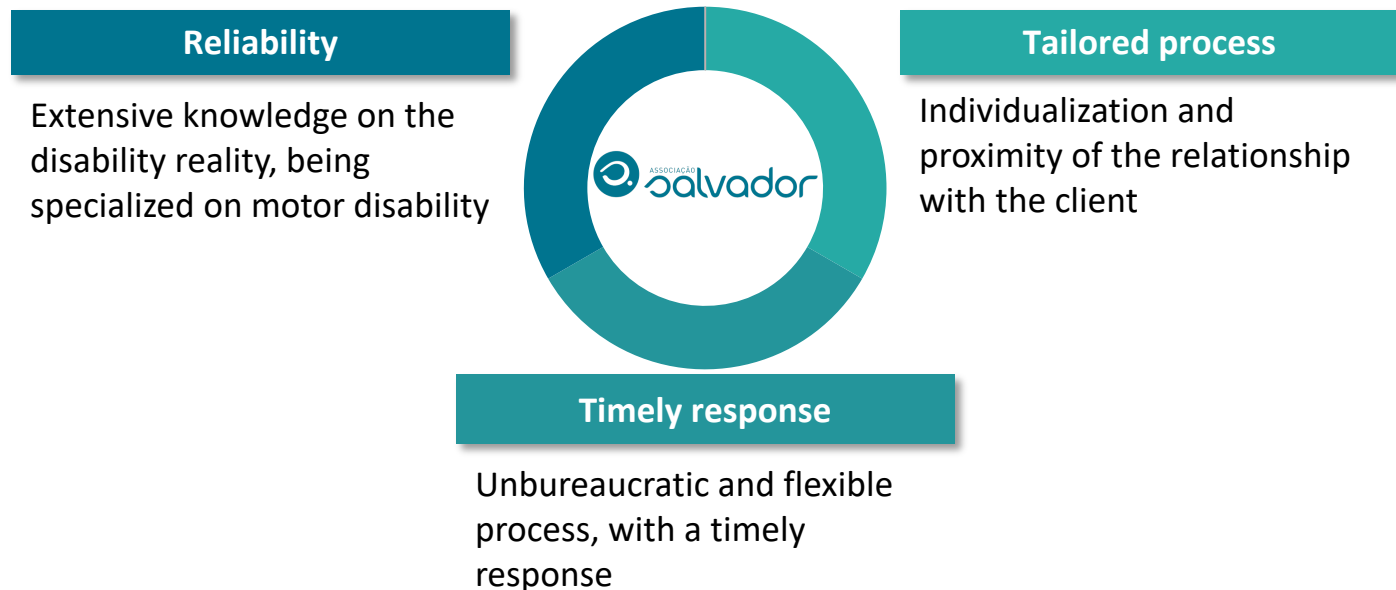
B2C target covers 46% of the relevant market workers supply

The "Destino: Emprego" is designed to ensure that companies create value while complying with the Quota law. Its reliability, tailored process, and timely response are key features that make Associação Salvador the best partner achieve these goals

Quota Law creates an opportunity for companies, not a burden!

Recruitment of individuals that, if **properly prepared** and given the **adequated conditions in the workplace**, have a significant **value to offer**.

In order to take the most of this opportunity, Associação Salvador is the best partner due to:



"Destino: Emprego" will have 3 major products. These will be divided between the products oriented only to the B2B market and the product in which Associação Salvador will be the intermediary between the B2B and the B2C markets

There will be **3 products** within the "Destino: Emprego" scope, of which 2 will be directed solely **towards the corporate market**. In the last product's, **Associação Salvador will act as an intermediary** between the two market sides.

B2B Market



Inclusive consulting
services

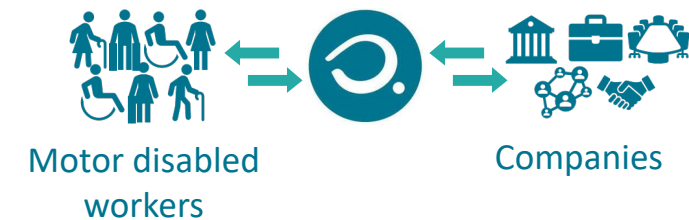
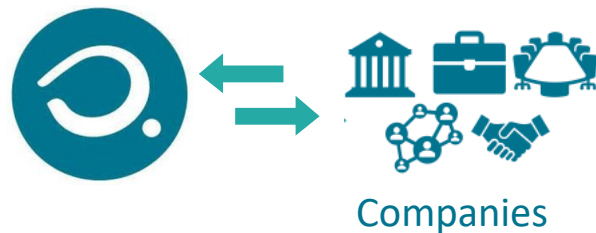


Awareness sessions

B2C and B2B Markets



Inclusive recruitment service

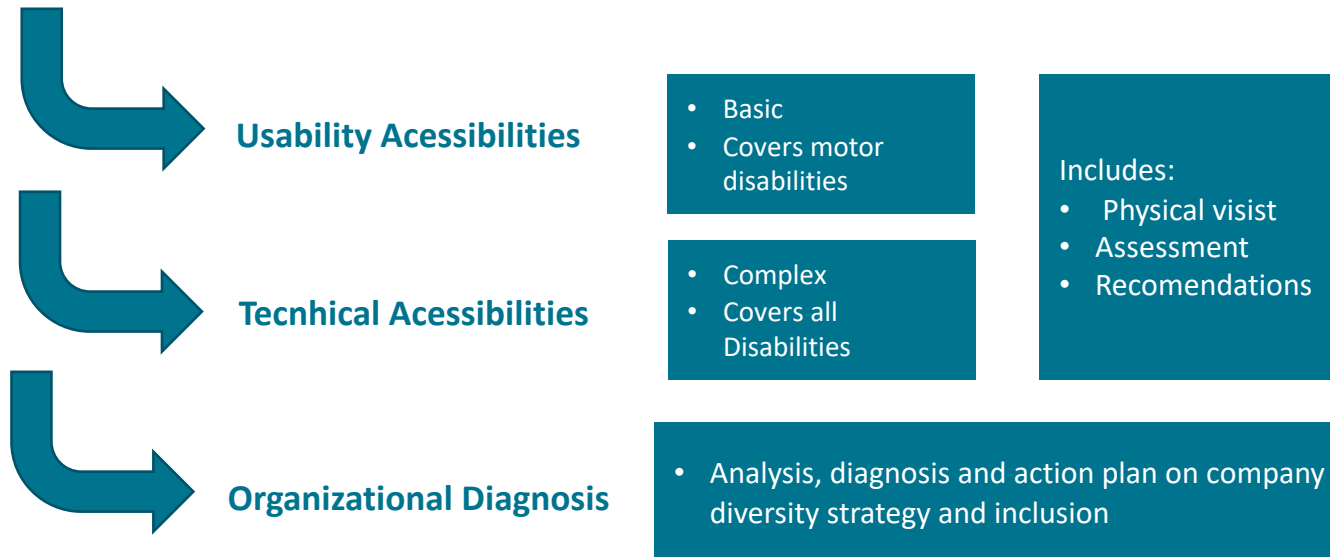


Regarding B2B market products , there will be the Inclusive Consulting Services and the Awareness Sessions. Within the first one, there are 3 service lines: 2 related to the Accessibilities and 1 on the Organizational Structure Diagnosis



Inclusive Consulting Services

Advisory service aimed at providing **qualified diagnosis, analysis and recommendations** to companies, based on the vast **experience and partnerships** developed. The consulting services offered on **Accessibilities and Organizational Diagnosis**.



Awareness Sessions

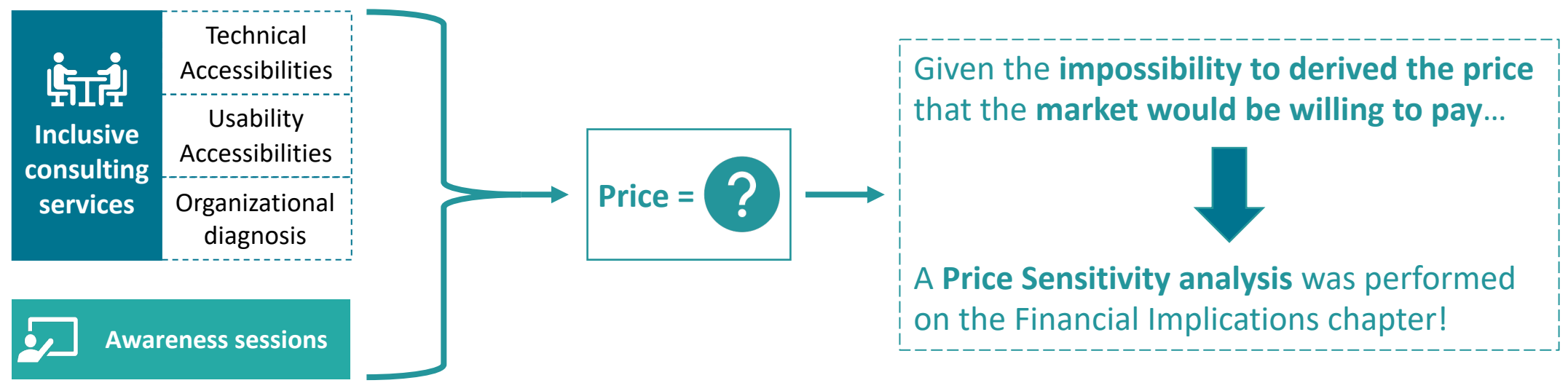
Sessions to **explain and promote the benefits of inclusive employability**, aimed either at the entire firm or at specific teams.

Objectives:

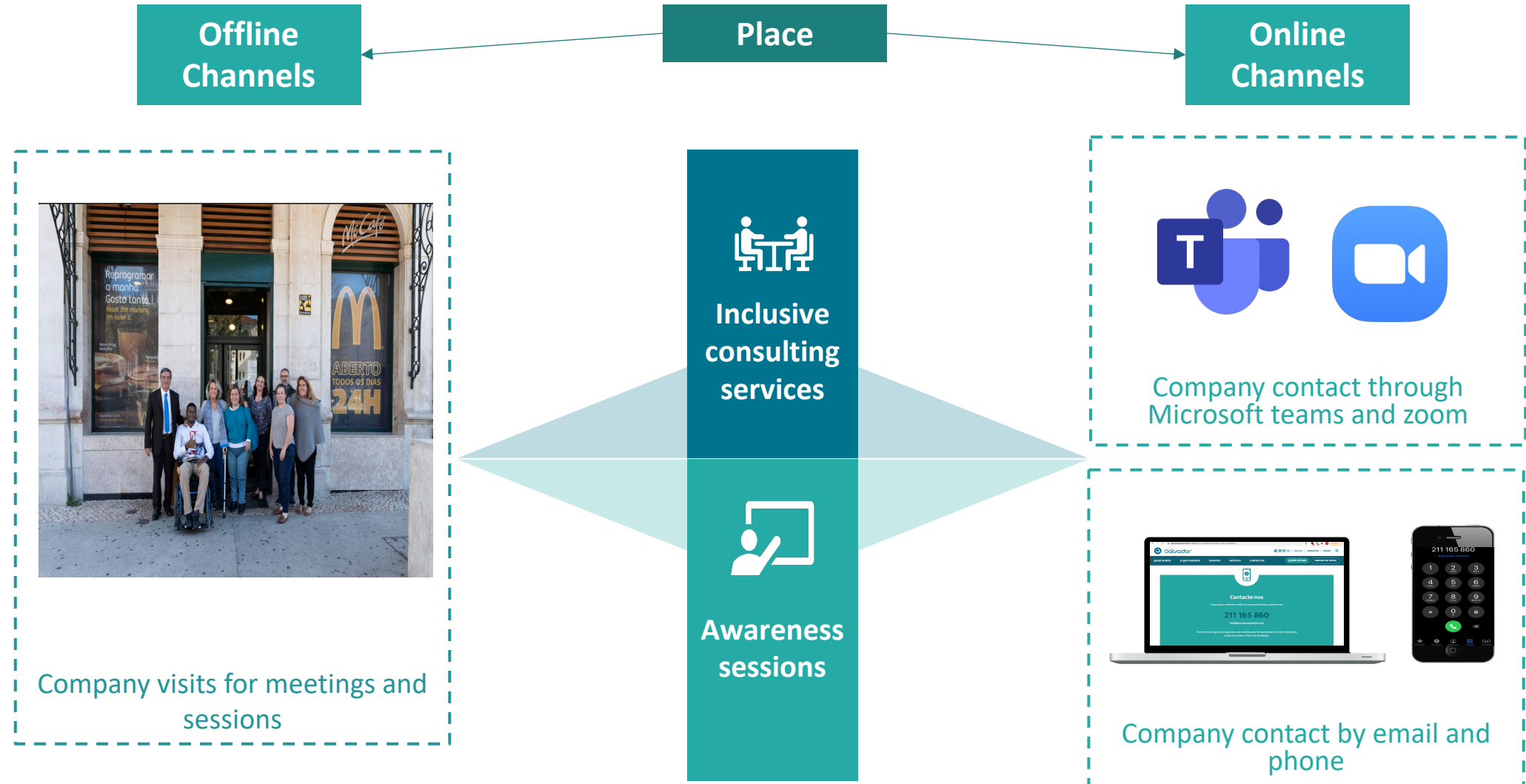
- **Raise awareness and share the best practices** of inclusive employability.
- **Deconstruction** of some of the **prejudices** about inclusive employment.
- Prepare employees to accompany and **learn how to enhance the qualities** of current and/or future **co-workers with disabilities**.

Companies are not willing to pay for Inclusive Recruitment Services but are willing to pay for Consulting Services and Awareness Sessions. However, it was not possible to derive a price. Therefore, a sensitivity analysis will be performed later

- Although the **B2B market** has a **strong interest** in the **Inclusive Recruitment Services**, there is **no willingness to pay** for this product (more on this product later!);
- There is a **market interest** on the **Inclusive Consulting Services** and **Awareness Sessions** and a **positive willingness to pay** for it. However, **no proxy for the price** was suggested or could be derived.



Based on the focus group, the team decided to maintain the main channels used to serve the B2B segment. Either the physical meetings and sessions or the contact by e-mail, phone, Zoom or Teams proved to be successful



There will be 3 main strategies for the promotion of both products: the Advertising, the Public Relations and the Direct Marketing. The key feature is the Sponsorship from early clients that will help build a reputation for "Destino: Emprego"



ADVERTISING - How to advertise the products

- **Develop social media presence**, especially on LinkedIn and similar networks used by companies:
 - Video "10 reasons to hire disabled workers"
 - Testimonials videos from Sponsors
 - Ads and paid advertisement on social media
- **Paid ads and/or articles** in HR Portugal magazine
- **Regular newsletter/report** with most recent placements done by "Destino: Emprego"

PUBLIC RELATIONS - How to raise product awareness

- **Increase product and project awareness** through:
 - Project **sponsors testimonials** and publicity
 - **Newspapers, magazines** and online articles promoting the project
 - Presence in corporate events

DIRECT MARKETING - How to directly sell the service

- Associação Salvador commercial representative **directly contacts (large) firms** covered by the quota law through the phone (cold calls), e-mail and personal meetings.



SPONSORSHIP

Establish a strong collaboration relationship with some strong reputational companies and brands.

The sponsors are expected to be initial clients of the "Destino: Emprego".

The service provided to sponsors should signal the project value to the rest of the market.

Testimonials and publicity from the sponsors would be a highly desirable feature of this relationship.

The Inclusive Recruitment links the firm's demand for disabled workers to the supply of the suitable and qualified pipeline of workers from "Destino: Emprego". The major improvement will be the investment on the beneficiaries' qualifications



Inclusive Recruitment Services

- **Inclusive recruitment** service focused on candidates with **motor disabilities**.
- **Selection of suitable candidates**, according to the **qualifications and skills** required by the client's.
- **Constant support** before, throughout and after the recruitment process.
- To ensure a **constant pipeline** of qualified candidates, the Associação Salvador **trains and qualifies the candidate's pool** with technical skills and/or relevant professional experience.

Service improvement



B2C market



B2B market



	Free			Free	
Price					
	Offline	Online		Offline	Online
Place	<ul style="list-style-type: none"> • Bootcamps on several locations • Training sessions in different school facilities • Associação Salvador headquarters 	<ul style="list-style-type: none"> • Email • Phone • Microsoft Teams • School digital platforms 		<ul style="list-style-type: none"> • Bootcamps on several locations • Companies headquarters • Associação Salvador headquarters 	<ul style="list-style-type: none"> • Email • Phone • Microsoft Teams • Zoom
Promotion	<p>Advertising Instagram, linkedin , youtube posts and paid ads (reasons to apply and candidates's testimonials- should emphasize training sessions)</p> <p>Public Relations Tv apperances Newspapers, magazines and online articles promoting the project</p>			<p>Advertising Instagram and linkedin posts (vídeo 10 reasons to hire; company testimonials; last placements)</p> <p>Public Relations Presence on corporate event Newspapers, HR magazines and online articles promoting the project</p> <p>Direct Marketing Email, phone calls and personal meetings</p>	

Chapter 3: Key Takeaways

3.1

Segmentation, Targeting & Positioning

- The geographical scope of “Destino: Emprego” should be restricted to **Lisbon** and **Porto Metropolitan Areas**.
- This segmentation is mainly driven due to the **Associação Salvador offices’ location**, the already **established partnerships** and the fact that Lisbon and Porto represent the **most attractive market opportunities**.
- “Destino: Emprego” will employ two different targeting strategies, towards the **B2B** and the **B2C** markets. This will result in **439 large firms** and **27796 candidates** targeted in **Lisbon**, as well as **168 firms** and **17152 candidates** targeted in **Porto**.
- “Destino: Emprego” is positioned as service designed to ensure that companies **create value** while complying with the Quota-Law due to its **reliability, tailored process** and **timely response** as key features.

3.2

Marketing Mix: Products, Price, Place & Promotion

- “Destino: Emprego” should offer **Inclusive Consulting Services** and **Awareness Sessions** directed to the **B2B market** and an improved **Inclusive Recruitment Service with training sessions** targeted for the **B2B and B2C** markets.
- Companies are **interested** and **willing to pay** for **Inclusive Consulting Services** and **Awareness Sessions** and are **interested** but **not willing to pay** for the **Inclusive Recruitment Services**.
- **Consulting Services** and **Awareness sessions’s current channels** should be **maintained** and **Inclusive Recruitment services** should be also offered in **training school facilities**.
- **Social media, magazines and presence on corporate events** will be the main channels to promote “Destino: Emprego” in which the content must emphasize **clients testimonials** and the existence of **training sessions** to attract new companies and beneficiaries respectively.

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Appendix 1 – Balance Sheet and associated ratios

	Balance Sheet				
	2016	2017	2018	2019	2020
Assets					
Non-current assets	2 645,72 €	38 239,03 €	122 341,81 €	106 873,85 €	101 724,51 €
Tangible Assets	1 559,89 €	15 860,09 €	78 365,59 €	61 289,73 €	54 575,22 €
Other financial Assets	1 085,82 €	22 378,94 €	43 976,22 €	45 584,12 €	47 149,29 €
Current Assets	929 736,28 €	1 116 987,81 €	1 014 348,07 €	1 025 490,17 €	1 081 801,57 €
Inventory	- €	5 348,68 €	9 431,49 €	12 836,13 €	6 661,56 €
Clients	9 586,01 €	110,15 €	36,12 €	13 159,43 €	15 579,44 €
State and other Public Entities	- €	704,28 €	- €	- €	- €
Other accounts receivable	134 147,98 €	122 921,44 €	104 431,35 €	166 625,10 €	86 248,06 €
Deferrals	1 028,00 €	- €	- €	- €	- €
Cash and Cash Equivalents	784 974,29 €	987 903,26 €	900 449,10 €	832 869,51 €	973 312,51 €
Total Assets	932 381,99 €	1 155 226,84 €	1 136 689,88 €	1 132 364,02 €	1 183 526,08 €
Liabilities and Equity					
Liabilities					
Current Liabilities	124 867,38 €	234 366,67 €	197 457,42 €	213 951,82 €	264 287,26 €
Suppliers	1 398,47 €	33 096,01 €	15 643,15 €	17 917,54 €	3 527,40 €
State and other Public Entities	8 054,53 €	11 760,85 €	27 609,75 €	25 007,86 €	32 117,94 €
Other accounts payable	28 611,34 €	58 463,23 €	74 299,76 €	72 407,49 €	87 412,72 €
Deferrals	86 803,04 €	131 046,58 €	79 904,76 €	98 618,93 €	141 229,20 €
Total Liabilities	124 867,38 €	234 366,67 €	197 457,42 €	213 951,82 €	264 287,26 €
Equity					
Retained Earnings	558 912,21 €	807 514,61 €	920 860,17 €	939 232,46 €	918 412,20 €
Net income	248 602,40 €	113 345,56 €	18 372,29 €	- 20 820,26 €	826,62 €
Total Equity	807 514,61 €	920 860,17 €	939 232,46 €	918 412,20 €	919 238,82 €
Total Liabilities and Equity	932 381,99 €	1 155 226,84 €	1 136 689,88 €	1 132 364,02 €	1 183 526,08 €

Source: Annual Reports (2016-2020)

Liabilities-to-Equity ratio	Leverage Ratio				
	2016	2017	2018	2019	2020
	15%	25%	21%	23%	29%

Source: Annual Reports (2016-2020)

	Liquidity Ratios				
	2016	2017	2018	2019	2020
Current ratio	7,4	4,8	5,1	4,8	4,1
Cash ratio	6,3	4,2	4,6	3,9	3,7

Source: Annual Reports (2016-2020)

Appendix 2 – Income Statement

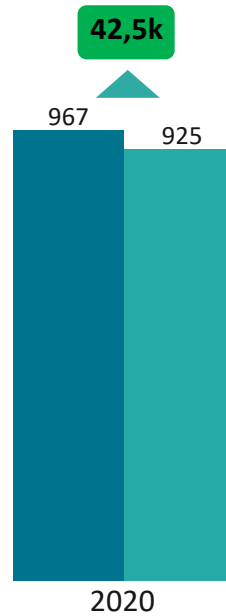
	Income Statement				
	2016	2017	2018	2019	2020
Revenues	736 064,07 €	820 731,61 €	980 814,48 €	997 557,83 €	985 149,69 €
Sales and Services Delivered	7 793,50 €	15 588,63 €	31 548,84 €	31 863,68 €	41 747,51 €
Subsidies and Donations	727 918,57 €	805 142,98 €	949 265,64 €	965 694,15 €	943 402,18 €
Other Revenues	352,00 €	- €	- €	- €	- €
Costs	- 489 031,00 €	- 694 624,84 €	- 926 088,39 €	- 990 368,20 €	- 967 513,22 €
COGS	- 1 509,76 €	- €	- 2 258,24 €	- 2 618,56 €	- 15 399,57 €
Outsourcing costs	- 187 884,58 €	- 314 475,28 €	- 393 462,49 €	- 454 127,71 €	- 323 559,16 €
Personnel Costs	- 168 162,35 €	- 226 520,14 €	- 310 935,91 €	- 374 999,89 €	- 476 012,46 €
Other Costs	- 131 474,31 €	- 153 629,42 €	- 219 431,75 €	- 158 622,04 €	- 152 542,03 €
EBITDA	247 033,07 €	126 106,77 €	54 726,09 €	7 189,63 €	17 636,47 €
Depreciation and Amortization	- 686,11 €	- 15 012,59 €	- 37 793,72 €	- 28 782,76 €	- 17 297,32 €
EBIT	246 346,96 €	111 094,18 €	16 932,37 €	- 21 593,13 €	339,15 €
Interests and similarly obtained revenues	2 268,33 €	2 251,38 €	1 466,17 €	772,87 €	509,77 €
Interests and similarly supported costs	- 12,89 €	- €	- 26,25 €	- €	- 22,30 €
EBIT	248 602,40 €	113 345,56 €	18 372,29 €	- 20 820,26 €	826,62 €
Net Profit	248 602,40 €	113 345,56 €	18 372,29 €	- 20 820,26 €	826,62 €

Source: Annual Reports (2016-2020)

Appendix 3 – Detailed Overall Operational Result (2020)

■ Revenues ■ Costs
■ Operational Profit

Overall Operational Result - 2020 (in € thousands)



Source: Internal Document

Revenues and Costs Composition - 2020 (in €)

TOTAL (2020)		
Revenues	967 301,9 €	%
Sales and Services	157 805,00 €	16,3%
Subsidies	81 000,66 €	8,4%
Private Donations (Regular)	33 327,59 €	3,4%
Corporate Donations (Regular)	216 728,00 €	22,4%
Private Donations (Irregular)	372 332,63 €	38,5%
Corporate Donations (Irregular)	102 553,11 €	10,6%
Other	3 554,87 €	0,4%
Costs	924 799,21 €	%
Cost of sales	16 215,43 €	1,8%
Outsourcing	463 041,95 €	50,1%
Personnel Costs	445 541,83 €	48,2%
Other	- €	0,0%
Operating Profit	42 502,65 €	

Source: Internal Document

- These values are based on an internal document provided by Associação Salvador (present in the Excel appended to this document), which allows for a much more detailed discrimination of the revenues and costs than what it is possible to examine through the Income Statement present in the Annual Report of 2020.
- The values in both documents (internal document and annual report) go in the same direction, despite existing some differences in them. This is due to the fact that Associação Salvador accounted in its internal document the revenues and expenses that correspond to the initiatives of the Projects and General Activities of 2020, even if those revenues or costs were or will be incurred in other years, while in the Income Statement it is accounted the revenues and costs incurred in 2020, even if it corresponds to initiatives of other years. Moreover, there are some small differences regarding the form of accounting for holiday pay and depreciation.
- Despite these differences, the internal document allows for a greater level of detail, having the ability to separate revenues and costs in its different streams, as well as to allocate them to each of the organization's Projects. Therefore, this will be the document in which it is based not only the Revenues and Costs Composition (analysed on slide 11 and with a detailed table present on this appendix) but also the Financial Diagnosis of Associação Salvador's Projects (analysed on slides 12 and 13, with detailed tables on appendixes 4 and 5).

Appendix 4 – Detailed Operational Results by Social Project (2020)

Social Projects

Operational Results - 2020 (In €)

Name of the project	Investigation		Manual		AQV		DE		AS		Gathering Events	
Revenues	- €	%	- €	%	181 974,41 €	%	125 700,00 €	%	39 645,22 €	%	18 180,86 €	%
Sales and Services	- €		- €		14 909,89 €	8%	- €	0%	1 267,22 €	3%	1 440,20 €	8%
Subsidies	- €		- €		- €	0%	16 700,00 €	13%	21 800,00 €	55%	6 740,66 €	37%
Private Donations (Regular)	- €		- €		5 717,24 €	3%	- €	0%	- €	0%	- €	0%
Corporate Donations (Regular)	- €		- €		37 500,00 €	21%	109 000,00 €	87%	16 578,00 €	42%	10 000,00 €	55%
Private Donations (Irregular)	- €		- €		86 372,75 €	47%	- €	0%	- €	0%	- €	0%
Corporate Donations (Irregular)	- €		- €		37 474,53 €	21%	- €	0%	- €	0%	- €	0%
Other	- €		- €		- €	0%	- €	0%	- €	0%	- €	0%
Costs	4 816,58 €	%	1 295,84 €	%	232 674,59 €	%	91 443,03 €	%	40 238,46 €	%	35 413,12 €	%
Cost of sales	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%
Outsourcing	1 374,12 €	29%	445,50 €	34%	177 679,60 €	76%	10 733,62 €	12%	17 748,78 €	44%	3 879,92 €	11%
Personnel Costs	3 442,46 €	71%	850,34 €	66%	54 994,99 €	24%	80 709,41 €	88%	22 489,68 €	56%	31 533,20 €	89%
Other	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%
Operating Profit/Loss	- 4 816,58 €		- 1 295,84 €		- 50 700,18 €		34 256,97 €		- 593,24 €		- 17 232,26 €	

Name of the project	Psychosocial Support		Acessibilities		Road Safety		Awareness in Schools		Total	
Revenues	9 000,00 €	%	16 276,89 €	%	7 500,00 €	%	29 017,60 €	%	427 294,98 €	%
Sales and Services	- €	0%	16 276,89 €	100%	- €	0%	2 257,60 €	8%	36 151,80 €	8%
Subsidies	9 000,00 €	100%	- €	0%	- €	0%	26 760,00 €	92%	81 000,66 €	19%
Private Donations (Regular)	- €	0%	- €	0%	- €	0%	- €	0%	5 717,24 €	1%
Corporate Donations (Regular)	- €	0%	- €	0%	7 500,00 €	100%		0%	180 578,00 €	42%
Private Donations (Irregular)	- €	0%	- €	0%	- €	0%	- €	0%	86 372,75 €	20%
Corporate Donations (Irregular)	- €	0%	- €	0%	- €	0%	- €	0%	37 474,53 €	9%
Other	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%
Costs	14 550,29 €	%	35 280,61 €	%	1 103,88 €	%	21 904,45 €	%	478 720,86 €	%
Cost of sales	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%
Outsourcing	7 300,49 €	50%	4 117,24 €	12%	518,33 €	47%	12 478,31 €	57%	236 275,91 €	49%
Personnel Costs	7 249,80 €	50%	31 163,37 €	88%	585,55 €	53%	9 426,14 €	43%	242 444,95 €	51%
Other	- €	0%	- €	0%	- €	0%	- €	0%	- €	0%
Operating Profit/Loss	- 5 550,29 €		- 19 003,72 €		6 396,12 €		7 113,15 €		- 51 425,88 €	

Source: Internal Document

Appendix 5 – Detailed Operational Results by Business Project and General Activities (2020)

Business Projects

Operational Results - 2020 (In €)

Name of the Project	Solidary Hat		Solidary Challenge		Auctions		Total	
Revenues	81293,19	%	15000	%	25360,01	%	121 653,20 €	%
Sales and Services	81293,19	100%	15000	100%	25360,01	100%	121 653,20 €	100%
Subsidies	- €	0%	- €	0%	- €	0%	- €	0%
Private Donations (Regular)	- €	0%	- €	0%	- €	0%	- €	0%
Corporate Donations (Regular)	- €	0%	- €	0%	- €	0%	- €	0%
Private Donations (Irregular)	- €	0%	- €	0%	- €	0%	- €	0%
Corporate Donations (Irregular)	- €	0%	- €	0%	- €	0%	- €	0%
Other	- €	0%	- €	0%	- €	0%	- €	0%
Costs	34 934,24 €	%	10 382,21 €	%	8 388,86 €	%	53 705,31 €	%
Cost of sales	15 399,57 €	44%	- €	0%	815,86 €	10%	16 215,43 €	30%
Outsourcing	7 129,65 €	20%	4 293,81 €	41%	1 724,77 €	21%	13 148,23 €	24%
Personnel Costs	12 405,02 €	36%	6 088,40 €	59%	5 848,23 €	70%	24 341,65 €	45%
Other	- €	0%	- €	0%	- €	0%	- €	0%
Operating Profit/Loss	46 358,95 €		4 617,79 €		16 971,15 €		67 947,89 €	

Source: Internal Document

General Activities

General Activities		
Revenues	418 353,68 €	%
Sales and Services	- €	0%
Subsidies		0%
Private Donations (Regular)	27 610,35 €	7%
Corporate Donations (Regular)	36 150,00 €	9%
Private Donations (Irregular)	285 959,88 €	68%
Corporate Donations (Irregular)	65 078,58 €	16%
Other	3 554,87 €	1%
Costs	392 373,04 €	%
Cost of Sales	- €	0%
Outsourcing	213 617,81 €	54%
Personnel Costs	178 755,23 €	46%
Other	- €	0%
Operating Profit/Loss	25 980,64 €	

Source: Internal Document

Appendix 6.1- Interview Script: Recruitment agencies

1. How long has your company's inclusive recruitment service been going on and how did this need come about? What was the situation like before the quota law existed?
2. How do you promote business service? What about the candidates?
3. Overall, how does each phase of inclusive recruitment work? What are the differences of this service in relation to the regular one?
4. What strategies and resources do you use to assess candidates competencies? Are there any recruiting teams/technicians who have dealt with these cases?
5. How often have companies been meeting you for this type of service? For which areas do they usually ask for more of these types of profiles?
6. How many candidates with disabilities arrive each month? Are there divisions with more demand on the part of the candidates?
7. What fee/price do you practice in this type of case?
8. Does Michael Page support the candidate and the company in its integration? In what way?
9. Which divisions have been most searched by companies? And on the part of the candidates?
10. What are the biggest challenges you encounter as a recruiter when recruiting people with disabilities?

Appendix 6.2- Interview topics (semi-structured): Social Entities

- Companies customer journey
- Candidates customer journey
- Workplace adaptation and post-placement support
- Team structure
- Resources
- Placement rate by types of disability
- Professional areas in greatest demand
- Main difficulties felt in the market
- Partnerships / relationship with other associations

Appendix 7 – Focus Group Script B2B

Recruitment process for people with disabilities

1. Is there a preference for people with motor disabilities vs other types of disability? (perceiving % of vacancies within reach for people with motor disabilities)
2. What are the main areas of companies for which it is most usual/provide for the preferential hiring of workers with motor disabilities?
3. Do you often work in partnership with AS on these inclusive recruitment processes? (it will depend on the companies but most already work)

Main features of the service: Weaknesses and strengths

1. What improvements would you make to the Destination Jobs project to become appealing and be the first choice when you need inclusive recruitment?
2. And what are the strengths/strengths that most value in the service provided by AS? What are the weaknesses you find in the Destination Employment project?
3. What improvements would you make to the Job Destination project to become appealing and be the first choice when you need partners in inclusive recruitment processes?
4. What do you think differentiates AS's work from other players in this area? (ValorT, OED, IEFP, etc...)
5. How would you like to be informed about the Destination Employment service (phone, email, social media, testimonials)?

Interest in service and availability in paying

1. By establishing a partnership, are you willing to share the committee whenever candidates are placed with us?
2. What kind of support do you expect from the AS during the recruitment, selection and follow-up process?

Complementary product - awareness sessions

1. Do you feel that companies are willing to pay for training and awareness of teams?
 1. Do you have this service? Has it been requested by companies?
 2. Do you feel the need for this service for your own teams?
 3. What value do you consider that companies would be willing to pay?
 4. Is this the same amount that the recruitment company would be willing to pay?