

PREVENTING PSYCHOSOCIAL RISKS IN AN INCLUSIVE ORGANISATION: THE PERSON-CENTRED MODEL OF LA FAGEDA

1 Overview

Country: Spain

Name of the measure: La Fageda psychosocial care model

Name of the organisation: La Fageda¹

Sector: Agri-food and social services

Size of the organisation: 370 workers

Year of implementation of the measure: 2018 (beginning of formalisation of psychosocial measures) – ongoing

Interview information: Interviews were conducted with the Director of People Management and Development, the Head of Cross-cutting Projects in the socio-occupational team (also a member of the Works Council and the Safety and Health Committee) and the Technical Prevention Officer (also a member of the Health and Safety Committee).

2 Description of the case

2.1 Introduction

La Fageda is a non-profit social organisation located in the La Garrotxa Natural Park, Catalonia. It operates in the agri-food and social services sectors, with a strong commitment to social inclusion. Established over forty years ago by Cristóbal Colón, the initiative was conceived as a response to the perceived limitations of conventional psychiatric care. Colón aimed to offer individuals with mental health issues, many of whom had experienced long-term institutionalisation and lacked family or housing support, access to meaningful work opportunities that could promote autonomy, dignity and personal development. The organisation's setting in the natural park was deliberately chosen for its perceived therapeutic value. As one interviewee described it, 'When you cross that path through the forest to enter La Fageda, it gives you a sense of peace.'

La Fageda started its economic activities by engaging in agricultural work and livestock farming, including managing a dairy farm and producing yoghurt. These activities were chosen not for their commercial potential but because they offered meaningful work that could be adapted to the needs of people with mental health issues or intellectual disabilities. Over time, La Fageda expanded its economic activities from dairy production to include jam making, ice cream manufacturing, gardening services and a visitor centre. Decisions regarding which economic activities to pursue were guided and continue to be guided by the organisation's social mission and its commitment to inclusion. New business lines often emerge in response to the evolving needs of workers. For example, the jam production unit was created when a previous contract for assembling promotional gifts ended, leaving a group of workers without suitable tasks. Rather than dismissing them, the organisation sought

¹ La Fageda (n.d.). '¿Qué es La Fageda?'. Available at: <https://www.fageda.com/es/que-es-la-fageda/>

alternative activities that could accommodate the skills of these workers and maintain them in employment.

Today, La Fageda comprises five entities (four foundations and one cooperative) that encompass both business operations and social services. Services offered by the foundations include assisted living, occupational therapy, social clubs and pre-employment training. The diversity of activities is not driven by productivity goals but by the need to offer varied working environments tailored to individual abilities and interests. As stated by the head of the socio-occupational team, 'We adapt the company's structures to the people, not the other way around.'

La Fageda's initial workforce was composed of individuals with severe mental health issues. However, the organisation's model quickly evolved to offer more than work opportunities, and it integrated therapeutic support, housing assistance and community-building initiatives to address the holistic needs of those comprising its workforce.

Currently, the workforce is structured around two principal groups, each comprising approximately half of the total workforce of 370 workers. The first consists of individuals with certified disabilities, primarily intellectual disabilities or mental health issues. Since 2019, this group has been expanded to include individuals in situations of vulnerability facing significant barriers to social and economic inclusion, such as migrants, young people from disadvantaged backgrounds and those experiencing housing or family instability. Many are referred through social services or mental health networks, while others contact La Fageda directly seeking employment, and are offered employment across various operational areas, with roles adapted to their individual capacities.

The second group comprises technical and professional workers without recognised disabilities, referred to internally as 'professionals'. These individuals perform specialised functions in departments such as finance, regulatory compliance, industrial maintenance and human resources (known within the organisation as the People Management and Development Department). They also work in areas such as marketing, planning and transversal social development.

La Fageda has steadily expanded over the years to support a growing number of individuals in need, while safeguarding its economic sustainability and remaining true to its founding values. Internally, the guiding principle is articulated as 'to be good, not big'. In accordance with this principle, the organisation upholds a policy that guarantees employment to any person holding a disability certificate or in a situation of vulnerability. To honour this commitment, La Fageda proactively identifies and implements operational alternatives, adapting its organisational structure and resources to accommodate diverse needs. This person-centred approach also informs strategic decisions regarding commercial growth. The organisation occasionally declines business proposals that, while potentially profitable, would compromise its capacity to maintain inclusive employment or uphold its social mission. Decisions around production volumes, product diversification or market expansion are carefully weighed against their impact on workers' well-being and the organisation's ability to remain rooted in its community. In addition, La Fageda receives subsidies, both for supporting the employment of persons with disabilities or in situations of vulnerability² and for specific projects, which are often related to adapting the workplace to specific needs.³

This growth has been accompanied by substantial transformations in the organisational model. A pivotal moment occurred approximately a decade ago, when the founder of La Fageda initiated a process of professionalisation aimed at securing the long-term sustainability and continuity of the project. This strategic shift marked a transition from a more informal, community-driven structure to a more robust and scalable organisational framework. As part of this evolution, specialised departments were established, including people management and development, finance, and industrial maintenance, which have played a critical role in reinforcing internal systems and supporting further expansion. The creation of these departments was not merely administrative, since it reflected a broader commitment to embedding professional standards while preserving the person-centred ethos of the organisation. For instance, the People Management and Development Department was tasked not only with administrative functions but also with fostering a culture of care, collaboration and personal growth among all workers, regardless of their background or role. This reorganisation enabled the organisation

² https://www.fageda.com/wp-content/uploads/2025/03/EmpleaVerde_Subvencions-WEB-ESP.pdf.pdf

³ <https://www.fageda.com/wp-content/uploads/2025/11/Subvencions-WEB-ESP-28nov25.pdf>

to respond more effectively to increasing complexity, diversify its activities and maintain its founding mission of fostering autonomy, dignity and personal development through meaningful employment.

2.2. Description of measures/actions implemented and actors involved

Actors involved

Psychosocial risk (PSR) prevention measures at La Fageda are implemented through the coordinated participation of multiple internal stakeholders, with each stakeholder contributing from their respective area of expertise. The People Management and Development Department leads the conceptualisation, planning and coordination of well-being initiatives, working in close collaboration with area directors and middle managers. This department also facilitates regular feedback loops, supports transversal working groups and promotes a culture of trust and transparency across the organisation.

Established in 2022, the joint prevention service at La Fageda plays a central role in ensuring that work environments and tasks are adapted to the individual capabilities of each worker. This includes ergonomic adjustments, reassignment of tasks and the identification of suitable roles for workers with specific physical or cognitive needs. The service works closely with other departments to monitor workplace well-being and detect early signs of stress, burnout or interpersonal conflict. The service also supports the development of the customised internal assessment tool, which includes PSR assessments.

The socio-occupational team provides daily, personalised support to workers with disabilities or in situations of vulnerability. This team, composed of psychologists, social workers and educators, develops individualised employment plans and conducts regular interviews with workers and their families or guardians. Their work focuses on emotional well-being, social integration and workplace relationships. Workers are organised into small groups, each supported by an educator who observes interactions and flags potential issues. The socio-occupational team facilitates access to healthcare, accompanies workers to appointments and, if needed, assists with administrative tasks. The team's holistic approach includes monitoring changes in behaviour, maintaining close contact with external care networks and ensuring that each worker's journey is supported by trust, continuity and emotional safety.

The Head of Cross-cutting Projects is a key member of the socio-occupational team, responsible for overseeing and facilitating activities, events and training that involve various teams and groups across the organisation. This role ensures that social initiatives are effectively integrated throughout the organisation. Acting as a bridge between the socio-occupational team and other areas, the Head of Cross-cutting Projects coordinates support for all groups of workers.

Two key participatory bodies complement these efforts: the Works Council and the Health and Safety Committee. The Works Council channels workers' concerns and plays an active role in the negotiation of working conditions, including the development of the collective agreement (see below). The Health and Safety Committee addresses both physical risks and PSRs, ensuring that well-being is considered holistically. Importantly, both bodies include representation from individuals with disabilities, technical professionals and managers from various departments (e.g. people management and development, production, socio-occupational team, administration), thereby ensuring that diverse perspectives are integrated into decision-making processes.

Measures and actions implemented

La Fageda has adopted a comprehensive, person-centred approach to the prevention of PSRs, integrating both structural and cultural measures throughout the organisation.

- **Work induction process**

La Fageda places strong emphasis on the work induction process, which is designed to support the gradual integration of new workers. For individuals with disabilities or those in situations of vulnerability, this process is highly personalised and paced in accordance with each person's needs. A central element is a comprehensive intake interview that explores not only professional skills but also life

history, emotional well-being, social context and personal aspirations. This is often complemented by consultations with family members or external professionals, and short trial placements across various work areas. The socio-occupational team plays a key role in coordinating these steps, ensuring that each person is matched with a role that suits their capacities and preferences. Needs are assessed holistically, and support is provided beyond the workplace when necessary. For instance, if a person has a housing insecurity issue, the organisation may intervene to help stabilise their living situation before employment begins. This might include liaising with social services, arranging access to basic utilities or helping with administrative tasks. In some cases, the process also includes pre-employment training and therapeutic support, ensuring a respectful and supportive introduction to the workplace.

For the professional group of workers, the work induction process is also rigorous but takes a different approach. New workers undergo a multi-phase induction process that may span several months, beginning with training sessions on the history, founding principles and philosophical pillars of La Fageda. Regardless of their technical role, professionals are required to visit all operational areas, from yoghurt production and jam processing to gardening services and residential support facilities, as well as the socio-occupational areas, to gain a holistic understanding of the organisation's mission and the diversity of its workforce. They also participate in structured interviews with managers across departments to reflect on how their work contributes to the wider social impact and are encouraged to observe and engage with both professionals and workers with support needs. This is complemented by sessions led by the socio-occupational team, where professionals learn about the realities of living with mental health issues, intellectual disabilities or social vulnerability, and how these conditions shape workplace interactions. The process is designed not merely to transmit information, but also to cultivate empathy, emotional awareness and a shared commitment to the organisation's values.

Since 2018, as part of the work induction process for the professional group of workers, with a particular focus on management, La Fageda has integrated a collaborative model supported by an external organisational development provider. This model equips managers with practical tools to foster empathy and awareness of how their actions affect others within the organisation. One technique within this model is known as 'starting in the best way'. It involves collectively preparing for important meetings or interactions by identifying potential defensive attitudes, biases or preconceived judgements, and consciously replacing them with an open, respectful and cooperative mindset. Managers are encouraged to reflect on how their behaviour and communication may influence others and to approach each situation with a focus on mutual understanding and shared purpose. This practice has proven particularly effective in navigating sensitive scenarios, such as interpersonal conflicts or high-stakes meetings, where emotional tensions may be heightened. By fostering a climate of respect and active listening, it enables constructive dialogue and strengthens trust across departments.

As part of its internal awareness strategy, La Fageda has developed 'double perspective' sessions, aimed at professional staff working directly in production environments who supervise persons with disabilities or in situations of vulnerability. These small-group sessions provide a space to reflect on everyday situations, share concerns and cultivate an empathetic outlook towards those with disabilities or in situations of vulnerability. Led by members of the socio-occupational team, the sessions include practical guidance on how to interpret behaviours, manage emotional responses and adapt communication styles in the workplace. For example, participants learn to distinguish between surface-level behaviours and underlying needs, such as recognising that a worker's apparent disinterest may stem from anxiety or a past trauma rather than lack of motivation. The professional group of workers is also supported in developing strategies to accommodate workers' needs, such as adjusting work rhythms, offering flexible schedules (e.g. for medical appointments) or facilitating changes in work groups to improve interpersonal dynamics. The sessions encourage professionals to move beyond task-oriented supervision and adopt a relational approach that prioritises trust, emotional safety and long-term inclusion.

- **Collective agreement**

A key structural measure introduced by La Fageda is the bespoke collective agreement, which came into effect in January 2023. Developed collaboratively by management and the Works Council, this legal instrument enables working conditions to be adapted to the specific nature of the organisation. It formalises a range of benefits that go beyond statutory requirements, including extended paid leave for medical appointments and caregiving responsibilities, flexible working arrangements, such as remote

work, and provisions to support digital disconnection. It also codifies internal policies on risk prevention, work-life balance and organisational transparency. For instance, rest periods are recognised as effective working time, and annual working hours have been reduced to approximately 1,600 hours, which is below the sectoral standard of 1,770 hours.

The negotiation process was intentionally inclusive, involving elected worker representatives and working committees, with particular attention being paid to accessibility for individuals with intellectual disabilities. Their participation was supported through tailored communication strategies and accompaniment by social professionals, who helped translate complex or emotionally charged topics into understandable formats. This ensured that involvement was not merely symbolic, but genuinely impactful.

To further embed participatory practices, since the discussions for the collective agreement, La Fageda has established a suggestion box managed by the Works Council. This tool allows all workers to submit feedback anonymously and has become especially valuable for those with disabilities, offering a safe and accessible channel to voice concerns or ideas. Suggestions are reviewed collectively by the Works Council, with social professionals facilitating interpretation and follow-up actions.

- **Flexible working arrangements**

La Fageda has implemented a system of flexible working arrangements, tailored to the distinct needs of the various groups within its workforce. For the professional group of workers, particularly those in administrative, managerial or technical roles, remote work is permitted whenever the nature of the role allows. The organisation does not impose fixed entry or exit times for these positions and relies instead on fostering a culture of trust and autonomy. Workers are encouraged to manage their own schedules, with the understanding that they remain accountable for their responsibilities. This flexibility is viewed not only as a practical response to individual needs, but also as a strategic tool to promote well-being, reduce stress and enhance retention.

For workers with disabilities or in situations of vulnerability, flexible working arrangements are similarly adapted to individual capacities and circumstances. While remote work is less common because of the nature of many roles (particularly in production), the organisation ensures that scheduling remains responsive to personal needs. Upon entry, each worker undergoes a personalised assessment to identify the most suitable working environment and tasks, based on their abilities, preferences and mental and physical well-being. For example, some individuals may thrive in outdoor settings, such as gardening, while others may feel more comfortable in structured environments, such as packaging or administration.

To support continuous personal growth and prevent stagnation, opportunities for role rotation are also offered to workers in situations of vulnerability or with recognised disabilities. These adaptations are facilitated by a multidisciplinary team, including psychologists, social workers and educators, who provide ongoing accompaniment and monitor well-being throughout the employment journey. When a worker experiences difficulties in their current role, they may be reassigned to alternative tasks or departments, with support from the socio-occupational team, based on their comfort, abilities or emotional state.

- **Digital disconnection measures**

La Fageda's collective agreement incorporates a set of digital disconnection measures aimed at safeguarding workers' rest periods, promoting work-life balance and fostering a healthy organisational culture. The organisation is committed to strictly respecting workers' rest times, leave and holidays. Naturally, there is no expectation for individuals to respond to calls, emails or messages outside their working hours, except in duly justified exceptional circumstances/emergencies and only for higher-level positions. This respect for personal time is further reinforced by the organisation's encouragement of responsible communication practices. Sending emails or messages outside regular working hours is discouraged, and when it is necessary to send communications after hours, scheduling tools are used to indicate that a response is not required until the next working day.

Meetings are scheduled within standard working hours to ensure that rest periods and personal or family commitments are respected. The management team and middle managers are expected to model and promote a culture of digital disconnection, thereby setting a positive example for the entire workforce.

Furthermore, devices and communication channels provided by La Fageda are to be used exclusively for professional purposes and only during working hours. To support these measures, the organisation undertakes information and awareness-raising initiatives designed to encourage healthy technology use and safeguard workers' well-being.

- **Culturally responsive measures**

La Fageda integrates culturally responsive measures that acknowledge and support the diverse backgrounds of its workforce. With the recent inclusion of the group of individuals in vulnerable situations, the organisation is actively learning how best to respond to emerging cultural needs. Recognising that cultural identity and religious practice are closely linked to personal well-being, the organisation offers flexible scheduling to accommodate religious observance. For instance, dedicated spaces for prayer have been established to support religious workers.

- **Monitoring and assessing worker well-being**

Monitoring the well-being of workers is a central concern for the organisation, and over the years, this has been addressed primarily through informal mechanisms. Among these, regular check-in meetings between the People Management and Development Department and area directors, as well as fortnightly meetings with middle managers, have played a key role. These meetings are dedicated exclusively to discussing worker well-being and serve as early detection mechanisms for signs of distress, disengagement or emerging PSR. These meetings often result in concrete actions, ranging from individualised support, such as therapeutic sessions or referrals to external services, to broader organisational adjustments. For example, when recurring issues are identified across departments, the organisation may revise internal policies, adjust workloads or introduce new support mechanisms.

However, as the organisation continues to grow in scale and complexity, it has recognised the need for more formal and structured tools to assess well-being across all departments. At the time of writing this report, La Fageda is preparing to launch a comprehensive internal assessment tool in cooperation with an external provider, designed to be repeated every two to three years. The tool is intended to measure a wide range of indicators, including PSR-related factors such as workload, role clarity, interpersonal relationships, overall well-being, perceived organisational support and the extent to which workers feel recognised and valued. The assessment tool is also designed to explore how workers experience collaboration, trust and autonomy in their roles, as well as whether they perceive their work as meaningful. By generating robust, department-specific data, the organisation aims to identify strengths and areas for improvement, prioritise interventions and guide long-term strategic planning. Once implemented, the results are expected to inform the development of targeted well-being initiatives, adjustments to internal policies and the creation of transversal working groups to address emerging needs.

2.3. What was achieved?

According to all the interviewees, the implementation of PSR prevention measures at La Fageda has contributed to maintaining well-being, internal cohesion and a sense of support during a period of organisational expansion. These actions have reinforced the founding principles of the organisation, ensuring that growth does not compromise the care and inclusion of individuals.

One of the most significant achievements has been the formalisation of well-being policies through the creation of a dedicated People Management and Development Department and the introduction of a collective agreement. These structural changes have helped preserve an organisational culture based on mutual care, shared responsibility and trust.

La Fageda has successfully expanded its PSR support structures to include individuals in situations of vulnerability, marking a significant advancement in its inclusive employment strategy. This development demonstrates the organisation's responsiveness to evolving social needs and its ability to adapt methodologies to support a broader range of personal and socio-economic circumstances. Through the creation of tailored employment pathways and personalised accompaniment strategies, La Fageda is now able to offer meaningful work opportunities to a wider group of individuals in need.

Furthermore, the participatory nature of the collective agreement has activated greater involvement from workers in organisational matters. Following the negotiation process, the suggestion box

introduced by the Works Council has become a valued channel for communication. Workers regularly submit handwritten notes with ideas, concerns or reflections, which are reviewed collectively. The Head of Cross-cutting Projects in the socio-occupational team explained that, for many workers, particularly those with disabilities, this mechanism ensures that their voices are heard and contributes to a sense of ownership and belonging.

Although quantitative data on retention is not available, testimonies suggest a high level of worker continuity, with career paths often spanning from entry into the organisation through to retirement. This sustained connection is supported by La Fageda's commitment to adapting roles to individual capabilities and providing long-term accompaniment. As described by the Head of Cross-cutting Projects in the socio-occupational team, the organisation remains present throughout the life trajectories of its workers, offering support during key personal transitions.

While formal monitoring systems are still being developed, the forthcoming PSR assessments will provide a structured framework for tracking well-being across departments. The results will inform further targeted interventions, policy adjustments and the creation of transversal working groups, strengthening the organisation's capacity to respond to emerging needs and guide strategic planning.

Furthermore, the nurturing of interpersonal relationships has had a marked impact on workplace integration and emotional well-being. As noted by the interviewees, workers with disabilities or in situations of vulnerability have reported improvements in self-esteem, independence and stability when they enter La Fageda, and feel valued and understood.

The Head of Cross-cutting Projects in the socio-occupational team, shared one particular example, going beyond OSH but illustrating how far inclusiveness in the workplace goes in Fageda. The example involves a woman with a mild intellectual disability and an anxiety disorder who had lived her entire life with her mother. Following her mother's death, she found herself alone for the first time, without any work experience and in precarious housing conditions. When she first approached the organisation, her anxiety was so acute that she struggled to navigate even short distances alone, and her ability to engage in structured activities was severely limited. The organisation initiated a comprehensive and personalised accompaniment process, which included emotional support, assistance in stabilising her housing situation and coordination with social services to address her broader needs. Gradually, as her living conditions improved and she began to feel more secure, she was invited to participate in short work trials within the organisation. These were carefully adapted to her pace and emotional state. Over time, she gained confidence and began to engage more consistently with her tasks. Eventually, she secured a full-time position in the yoghurt factory, demonstrating significant improvements in self-confidence and independence, and becoming a productive and engaged worker.

Finally, beyond its internal impact, La Fageda has increasingly attracted attention from external stakeholders, including social and business entrepreneurs seeking to understand and learn from its inclusive model.

2.4. Success factors and challenges

Success factors

One of the key pillars of success at La Fageda is its philosophical foundation and organisational culture, rooted in values such as human dignity, meaningful work and an economy that serves people. These principles guide strategic decisions and remain embedded in daily operations, as well as during periods of growth or operational pressure. The organisation consistently prioritises the well-being of individuals over expansion, as reflected in its deliberate choice to decline commercial proposals that could compromise its social mission. Despite operating in a competitive sector, La Fageda has resisted pressures to scale up production or enter new markets when such moves might undermine its commitment to creating 'work with meaning' for individuals with disabilities or in situations of vulnerability.

This values-driven approach has been supported by the establishment of formal organisational structures, which have enabled the organisation to grow while remaining aligned with its founding values. The creation of the People Management and Development Department and the introduction of a collective agreement have been instrumental in designing and sustaining initiatives that respond to

the needs of an increasingly larger and diverse workforce. To further strengthen this framework, the internal assessment tool that La Fageda is preparing to launch will formalise the monitoring and evaluation of psychosocial well-being across departments. This tool is seen as key to continuing the organisation's social mission while managing the complexity that comes with growth.

A further success factor is La Fageda's participatory governance model, which ensures that decisions related to psychosocial well-being are made collectively. The organisation has established a collaborative decision-making system involving the Works Council, the management team and the People Management and Development Department. This structure incorporates the voices of workers from diverse departments and social profiles, including individuals with disabilities or in situations of vulnerability.

La Fageda's success is closely tied to its flexibility in aligning tasks with individual characteristics. Through adaptable assignments, role rotation and personalised support, the organisation enables individuals with diverse profiles to work autonomously and with satisfaction, thereby helping to reduce emotional distress and foster a sense of belonging. As highlighted by the Technical Prevention Officer interviewed, limitations are not defined by conventional roles. A person may, for example, feel uncomfortable in enclosed spaces, but this does not prevent them from contributing meaningfully. For La Fageda, the priority is to adapt the work to the person's profile reflected in the abovementioned work induction process, which is designed to fit the work to the workers' needs and capabilities.

The organisation's proactive stance on continuous improvement is reflected in its decision to develop bespoke tools and frameworks rather than relying on readymade instruments. The upcoming tailored internal assessment tool will improve the organisation's approach to PSR prevention even further and will help identify areas for improvement, guide targeted interventions and support long-term strategic planning.

Finally, La Fageda deliberately places emphasis on nurturing interpersonal relationships as a structural element of its social and business model. Relationships grounded in trust, respect and belonging are actively cultivated, contributing to a cohesive organisational culture where well-being is integral to everyday practice. Attention to individual trajectories, recognition of personal histories and the creation of spaces for active listening and community building all help foster motivation, emotional stability and long-term commitment among all groups of workers.

Challenges

One of the main challenges La Fageda has faced over the past decade has been the professionalisation of its internal structures without compromising its social mission. The sustained growth of the workforce has necessitated the integration of technical profiles, prompting the development of inclusive policies capable of addressing a broader spectrum of internal diversity while ensuring the long-term sustainability of the model. This transformation has required a profound cultural shift and the establishment of new governance mechanisms, such as cross-functional working groups and a dedicated People Management and Development Department, which serves as a bridge between the organisation's social and industrial dimensions.

As La Fageda has expanded, and as noted by the interviewees, balancing production demands with the emotional well-being of its workers has become increasingly complex, particularly in technical and industrial areas where operational dynamics may conflict with the pace required for personalised support. This poses a challenge to the broader implementation of flexible working and well-being measures, which demand a high level of coordination and trust between departments. Ensuring institutional coherence while remaining responsive to individual situations requires ongoing dialogue and values-based leadership. Daily negotiations, such as allowing a worker to take leave for mental health reasons, illustrate the organisation's effort to harmonise social and production goals, while ensuring that care remains at the heart of organisational practice.

As La Fageda has grown in scale and complexity, the need for PSR assessment and management has become increasingly apparent. As explained by the Head of People Management and Development, questions around the workplace climate and interpersonal tensions were initially addressed informally through close proximity and direct observation, based also on regular feedback talks and the open communication climate within the organisation. However, with over 370 workers across multiple

operational areas, the organisation has realised that this intuitive approach had become less viable and is now turning to structured data to systematically monitor PSRs and, accordingly, has initiated the development of an internal assessment tool, which will include the evaluation of PSRs. At the time of writing, roll-out is planned in the coming months. The intention of introducing a new assessment tool is to help overcome this limitation, as well as providing a solid foundation for budget justification, targeted intervention design and more precise outcome measurement.

Another key challenge lies in ensuring that the process remains inclusive and accessible to all workers, particularly those with intellectual disabilities or mental health issues. For example, during the negotiation of the collective agreement, the organisation provided tailored support to the working committees, which include individuals with disabilities. This involved simplifying legal concepts to make them accessible, facilitating understanding through trusted intermediaries and creating space for meaningful participation without overwhelming those involved. Similarly, the development of the internal assessment tool requires adapting standard methodologies to ensure readability and relevance for all. The organisation was challenged to translate complex psychosocial indicators into formats that were cognitively accessible, which prompted collaboration between prevention experts, psychologists and external consultants to co-design a tool capable of capturing nuanced well-being data without excluding specific groups of workers with mental health issues or intellectual disabilities.

Finally, the recent inclusion of new groups in situations of vulnerability has given rise to operational and relational challenges. While La Fageda has a well-established methodology for supporting individuals with intellectual disabilities or mental health issues, the integration of profiles with diverse cultural and social backgrounds has required continuous adaptation. This evolution has involved adjusting support approaches, strengthening technical worker training and raising awareness among workers with disabilities. Although the coexistence of heterogeneous groups has enriched the project, it has also introduced emotional and organisational complexity, which the organisation has addressed through constant communication with its workers.

2.5. Lessons learned and transferability

La Fageda's experience demonstrates how the formalisation of PSR prevention measures can support organisational growth while safeguarding well-being and inclusion. As the organisation expanded in scale and complexity, informal mechanisms, such as interpersonal proximity, regular check-ins and intuitive responses to emerging needs, were perceived as increasingly insufficient. The creation of the People Management and Development Department marked a pivotal moment in this transition. This structural development enabled the organisation to consolidate its care-oriented practices and respond more effectively to the growing diversity and size of its workforce, without compromising its founding values. The next step in the organisation's evolution led to formal structured PSR assessments. This need became apparent as informal practices alone proved insufficient for systematically identifying and addressing emerging needs. Consequently, the development of PSR assessments has been identified as a valuable next step to support ongoing progress. Although still in the design stage, this experience and the approach taken, consistent with the approach provided in the Labour and Social Security Inspectorate (ITSS) Technical Criterion No. 104/2021, underscore the importance of formal assessment mechanisms in ensuring that measures for PSR prevention and improving workers' mental health remain effective and responsive as the organisation continues to develop.

The experience of La Fageda shows that inclusive employment practices can be compatible with economic sustainability and organisational growth, provided that there is a strong social mission and a willingness to adapt structures and processes. Importantly, La Fageda's model benefits from public subsidies and external support⁴, which are instrumental in sustaining its inclusive approach. Therefore, when considering the transferability of this model, it is essential to recognise that replicating its success elsewhere may require similar financial support mechanisms, as well as a commitment to ongoing adaptation and contextual sensitivity.

Another lesson derived from La Fageda's journey is that sustained attention to mental well-being, originally prompted by the mission to employ people with disabilities, has progressively broadened in

⁴La Fageda (n.d.). Transparencia. Available at: <https://www.fageda.com/es/transparencia/>

scope. The focus on mental health has gradually been expanded to encompass all workers, not only those with disabilities. The process shows that targeted initiatives can spark meaningful change, ultimately generating broader benefits for the entire workforce.

These insights are transferable to other organisations, particularly those in a phase of expansion while seeking to preserve a social mission. The establishment of dedicated well-being structures, flexibility and the co-development of inclusive agreements are practices that can be adapted across workplaces from various sectors. However, successful transfer of such practices depends on contextual sensitivity. The depth of La Fageda's integration of social and business dimensions may not be replicable in full, but its approach offers a valuable reference point for organisations aiming to embed psychosocial care into their growth strategies.

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Authors: Inés Páramo Barrera, Verian

Project management: Julia Flintrop, European Agency for Safety and Health at Work (EU-OSHA).

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