



# Innovative Finance Inclusion

## Call-Yachol

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**Date: November 2023**

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## Abstract

\* A Hebrew-English linguistic pun, combining the English word 'Call' (as in 'call center'), with the Hebrew phrase 'Kol-Yachol', which means being able to do anything, without limitations <https://callyachol.co.il/><sup>1</sup>

Call-Yachol is a world's first-of-its-kind company, which specializes in outsourced call-center setup, and which all of its employees are people facing disabilities. The company was established in Israel in February 2008 by Dr. Gil Winsh and Efrat Segev-Winsh. The founders' vision was to revolutionize Israel's disabled employment field. As of 2023, the company employs 230 people at four call centers. Over half the company's employees and managers are people with disabilities and for many, Call-Yachol is their first place of employment. Other employees come from marginalized populations in Israel such as, Arab women, "youngsters" over 60, ex-convicts, single mothers, and Samaritans. Despite these challenges, Call-Yachol achieve regular productivity, provide excellent service and most importantly, employees earn industry-standard wages. Call-Yachol is leading a change in how companies perceive the employment of disabled and disadvantaged people.

Call-Yachol was established in 2008, while in front of the entrepreneurs' eyes stood data statistics reflecting very high rates of unemployment among Israelis with disabilities. The choice of establishing an outsourcing call-center company came in order to also answer the needs of the call-center market, which faces a very high rate of employee overturn (a rate which ranges between 60% to 100% a year, in Israel). The consequences of high employee turnover rates cause call center operators to seek professional and stable business solutions that will ensure excellent customer service while reducing the costs of call center employee recruitment and preservation. Establishing Call-Yachol aspired to present a solution for the combination of these two needs - the occupational needs of people with disabilities, and the business needs of the call-center market. Tandem, a consulting firm owned by Dr. Gil Winsh, developed a unique management model and a line of management principles, designed in order to support Call-Yachol's activity. These management models and principles have constantly validated Call-Yachol's daily activity while helping the company's employees and managers to deliver the company's ongoing business and social goals.

<sup>1</sup> <https://eng.callyachol.co.il/>





## Keywords

People with Disabilities, social initiative, social business, shared value, Inclusion, Business Models, Employment, Israel.

## 1 Vision

Call-Yachol aspires to keep leading the revolution in Israel's disabled employment field.

- ✓ Call-Yachol is obligated to provide its employees with a warm, accessible, rewarding, and challenging work environment. The company will act decisively to recruit additional thousands of disabled people from all Israeli regions.
- ✓ Call-Yachol is committed to holding professional, pleasant, long-term & profitable relationships with its business partners - which will be manifested in business achievements, loyalty, and employment stability.
- ✓ Call-Yachol helps its business partners to promote employment diversity and inclusion for disabled people in the workforce in the spirit of Israel's disabled people's equality law.
- ✓ Call-Yachol strives to present an innovative and groundbreaking social-business model, which will be adopted by various organizations and countries around the world.

## 2 Where Did it All Start From?

In 2003, Dr. Gil Winsh met Yuval Wagner, President of the Israeli NGO "Negishut Israel" (Israel Accessibility), and decided to join the NGO in order to gain more knowledge about the disabled population. Dr. Winsh was exposed to various related statistics, which reflected the harsh situation: According to Israel's 'Equal Employment Opportunity Commissioner' (2021), approximately 47% of disabled Israelis are not working - as opposed to only approx. 22% of Israelis without any disabilities. "This means that if you are a blind Israeli, it is most likely you'd never get a job here" says Dr. Winsh.

*"As part of the work at the consulting firm ('Tandem Consultancy' - see further elaboration), we worked with call centers of large corporate clients. I knew that one of the biggest pain points for customer service managers in Israel is high employee turnover, which makes it hard to provide quality customer service. On the other hand, there is a huge crowd of potential employees, desperately seeking employment opportunities. I asked myself how,*



till now, nobody tried to connect these needs together - and found out that, indeed, there were plenty of attempts to do so in the past, but none of them lasted for long".

According to Dr. Winsh, the reason that most employment initiatives for the Israeli disabled have failed isn't necessarily due to the employee disabilities themselves - since the employers were usually willing to make required adjustments for them in the workplace, and the country encourages disabled employment via financial assistance. The problem was that the employers didn't know how to help their disabled employees overcome the trauma they experienced in the work market after observing numerous refusals and rejections, and their self-confidence was undermined. "We have here people who've been rejected thousands of times from workplaces", explains Dr. Winsh. "Not hundreds of times, not dozens of times - but thousands of times. At a certain stage, you start to think you're simply unworthy. There is no person which this didn't provoke a terrible trauma for him or her. And this surfaces when you scold an employee - and he (or she) decides to go home and never return to that workplace - because this is what they have gotten used to."

When Dr. Winsh examined which employers nevertheless did succeed in the integration of disabled employees over time, he found out these are mostly family-owned businesses - for example, when the parents owned a small insurance agency or a flower shop and could rather easily employ a disabled daughter or son. The conclusion was that the supportive attitude is the difference maker. For three years, Dr. Winsh and his colleagues at Tandem Consultancy developed a management-rehabilitation model based on research and experience regarding disabled employment in Israel and globally. The principle at the base of the model was the creation of a work environment that combines technological solutions for a vast range of disabilities alongside flexible work hours and mostly professionally provided business and mental support for disabled employees.



### 3 The Employees

According to data from the Research and Economy Unit in the Israeli Trade & Industry Ministry, the employment rate among Israelis with disability is currently (as of 2022) 53%. Among people with a severe disability, such as recipients of government disability allowances, the employment rate is only around 8%, compared to a 78% employment rate among Israelis without disabilities.

The income gap between an Israeli household, which includes a disabled person, and the rest of the Israeli households is relatively big - between 3,000-5,000 NIS a month (2022 data) - in accordance with the severity level of the disability of the disabled person in the household. These gaps greatly contribute to enlarging poverty rates among people with disabilities, compared to other population segments. The vast majority of the disabled Israeli population lives mostly on National Security (or Defense Ministry) allowances. In the past, it "didn't pay" for the disabled population to go out and work since, in such cases, their National Security allowance would be canceled. The Laron Law (See further elaboration in box) which came into force at the end of 2009, changed this situation for the better: In order to encourage integration and return into the workforce, the Laron committee decided to gradually reduce - or in some cases not to harm at all - the disability allowances provided by National Security.

However, the statistics are still disturbing - out of 880,000 recipients of disability allowances by the National Security system, only 11% are employed - the vast majority of them work in part-time positions, and some are employed in 'protected jobs' (designated factories which provide special positions for the disabled, in wages lower than the Israeli minimum hourly wage). An employment rate of only 11% of the disabled (who receive allowances) is a negative world record in Western countries - the OECD average (2012) is 35%. There are some developed countries, such as Canada, in which the employment rate for the disabled reaches 60%.





"The Laron Committee" was established in order to examine the integration of disabled people in the Israeli workforce. In light of the committee's recommendations, on August 1st, 2009, a revised Social Security Law has come into force, while intending to improve the conditions of disability allowance recipients who start working. The amended law improves the conditions of disabled people who go out to work, while not harming the rights of disabled people who are not working.

The main law amendments are as follows:

1. If you have been assigned a steady unfitness level, you will not be re-examined when you start working.
2. The entire sum you will receive from work and allowance, will always be higher than the allowance amount alone. Therefore, the more you earn from work, the more your entire income will grow.
3. You shall continue to receive any accompanying benefits you are entitled to, according to the set rules.
4. A 3-year safety net. In case you stopped receiving your disability allowance because you started working, or because your work income grew, you will be protected by a safety net. Hence, 3 years from the day you've stopped receiving the allowance, if you stop working or if your income drops again, you may return and receive the disability allowance without having to be examined again.
5. If you receive a disability allowance and you will also have work income during July 2009, you will receive the allowance in accordance with the new law, only if you choose to.
6. According to the law, a new allowance will be introduced - an 'encouragement allowance'. This allowance will be paid, instead of the disability allowance, to whoever has a work income that surpasses the sum determined by law. Hence, preserving the principle in which the total sum you will receive from work and from allowance will always be higher than the disability allowance alone.
7. According to the revised law, 4 levels of unfitness have been set: 60%, 65%, 74%, or 100%.



### 3.1 The Call-Yachol Employees

Before joining Call-Yachol, almost 90% of the employees had either not worked for many years or never worked at all. The company has a diverse workforce that includes people with visible disabilities who use wheelchairs, crutches, walkers, etc., as well as people with non-visible disabilities such as chronic illnesses, hereditary diseases, cancer, PTSD, victims of sexual assault, impaired vision, hearing, and more. The company's employees are of different ages, ranging from 18 to 65, and come from different religious and geographic backgrounds, representing all regions of Israel.

Despite the fact the company provides services to various leading Israeli corporations (such as Telco companies Pelephon and Bezeq, and credit card companies), the employees are employed directly by Call-Yachol. The working frame requires the employees to commit to at least 3 weakly shifts of 7 hours each - a requirement that matches requirements by competitor companies in the call-center outsourcing market. Call-Yachol offers employees a wide range of positions in fields of service, sales, and phone operations - all pay standard market wages alongside standard and law-required social benefits and bonuses or incentives according to the employee's outputs. Company employees who are found suitable participate in training and development tracks and can proceed to various management roles within the company.

What all company employees share in common is their high level of verbal and written expression abilities, high dedication to work, and great motivation to provide efficient and pleasant service to the company's customers - while viewing the role of a service & sales representative as a profession.

*"Hiring only disabled people involves many unique expenses. It requires many adjustments - such as double-spaced corridors so wheelchair users can reach every corner of the office or office space that has no dazzling lights, which can bother visually impaired employees. Employing disabled people also requires lots of patience. For example, if we have a disabled employee and his technological aid broke down, and it takes a couple of months till the device returns from the laboratory fixed - we will not fire the employee during these two months, even though in practice s/he cannot work. What compensates for these expenditures is partial government support, but mostly - the very high outputs of our employees. They are motivated like no other call center employee in Israel is. In our employees' view, working for us is a career - just like waiters in Europe see their job as a career - and this gives us a competitive advantage over the competitors."*

Dr. Gil Winsh, in an interview to The Marker Magazine - a leading Israeli financial media outlet  
<http://www.themarker.com/news/1.674401>



Since the call center opened, approximately 250 representatives have been accepted, and only about 20% have left during all years. *"For most of our employees, work at the call center leads to improving their quality of life",* says Dr. Winsh. *"Recently, one of the representatives told me I saved his marriage. Suddenly, he has more energy; he's not depressed. We have employees who get their first driving license or find their first romantic relationship. When they start working for us, most of them initially arrive while accompanied by a caregiver or a relative, but after a month or so, they already prefer to come alone to work. Some leave their prosthesis at home and feel safe here. There are some people who need to drive 3 hours each direction just to work here, but after 30 years at home, it's a great alternative for them".*

### 3.2 The Wage

Employee wages at Call-Yachol are considered extraordinary in the Israeli handicapped and disabled employment market since the wage base in the company is the Israeli **regular** minimum wage and not a special minimum wage that is adjusted for the disabled population. The adjusted minimum wage (November 2006) was meant to resolve the employment terms of disabled employees who joined the workforce, whether independently or via assisted employment. The goal of the adjusted minimum wage was to encourage and enhance the integration of disabled people in the workforce - while relating to employee-employer relationships and adjusting the minimum wage paid to their work abilities in a given role and workplace. Adjusted minimum wage is based on the principle of equal salary for equal work. The adjusted minimum wage is built gradually, and it is always equal to or higher than the relative output of the disabled person, compared to the output of an average employee without disability (see the table below). It ensures that the disabled person receives a relative salary that isn't lower than his (or her) relative outputs.

#### Levels of Adjusted Wage (2012 data)

Work Ability	Percent of wage, out of the (regular) minimum wage
Between 1% to 10%	10%
Between 10.1% to 19%	19%
Between 19.1% to 30%	30%
Between 30.1% to 40%	40%
Between 40.1% to 50%	50%
Between 50.1% to 60%	60%
Between 60.1% to 70%	70%
Between 70.1% to 80%	80%
Work ability of over 80%	Full minimum wage





The Call-Yachol company has adopted a policy of paying their call center employees based on competitive market wages instead of "adjusted wages". This means that the company pays its employees at least the regular minimum hourly wage, even though Israeli laws enable employers to pay disabled workers reduced "adjusted" minimum wages, which would reduce employment expenses. In addition to their hourly salary, Call-Yachol employees are rewarded with incentives and bonuses, which are based on their individual outputs and the performance of the call-center as a whole. These bonuses reflect both service and sales activity, as well as customer satisfaction levels. According to Dr. Winsh, an average Call-Yachol call center representative earns approximately 10% above the Israeli regular minimum monthly salary (based on a phone interview with Dr. Gil Winsh - November 7, 2012).

## 4 Senior Management

**Heading the entrepreneur group is Dr. Gil Winsh**, Ph.D. in organizational psychology and clinical psychologist, advisor in the business market (mainly in the financial sector) for over 30 years. For 15 years, Dr. Winsh was a freelance consultant to major Israeli corporations, and in 2001 he established the Tandem consulting firm, which provides organizational consulting and training services. In 2008, Dr. Winsh established Call-Yachol.

**The Lioness - Efrat Segev-Winsh**, manages the company's external relationships, which include interfaces with NGOs, business and social organizations, government, and other relevant contacts. Additionally, the Lioness is responsible for assisting employees in work-related issues, such as making the work environment more accessible and adjusted, and assisting the employees in various non-work related issues such as support in legal and financial aspects.

***"Call-Yachol's HQ is motivated from a different place - the average salary for our HQ employees is over 20% lower than the average market wage for call center management"*** (based on a phone interview with Dr. Gil Winsh - November 7, 2012).

During Call-Yachol's first year of activity, the company held 4 training courses for call center service representatives. Some of the participants were promoted since then, and today (2012), over half of the company's management team consists of disabled people.



## 5 Ongoing Management - the Parenting Model

Call-Yachol's management model is based on the parenting model. This model was built between 2001-2006 while emphasizing 4 principles and management frameworks:

1. **Pre-employment screening** via external candidate assessment tests, specially adjusted to the target segment of disabled people.

2. **Initial training and learning frameworks** are provided for the team and anyone who maintains contact with employees. Therefore, when a client (a corporate organization) begins to work with Call-Yachol, the client's management staff and the designated employees who will be in contact with the Call-Yachol call center representatives undergo unique sensitivity training. This training is designed to reduce any uncertainty and discomfort that may be associated with working alongside disabled people. Additionally, the training is meant to enhance understanding and acquaintanceship with the experience of being disabled.

3. **Ongoing management based on the parenting model** - Once in two weeks, there is a management meeting that lasts approx. half a day. In these meetings, the entire management team discusses both challenges and problems in the professional aspect, as well as problems relating to the personal aspects of employees. The team attempts to deal with these challenges together. These meetings are based on 9 management rules under the parenting model - rules which include double-meaning sentences such as:

- A parent should... initiate a fun meeting at least once a week with the children.
- A manager should... create a fun meeting at least once a week with the employees.

4. **The role of the Lioness** - manages the company's external-relationships, which includes interfaces with NGOs, business & social organizations, government, and other relevant contacts. Additionally, the Lioness is responsible for assisting employees in work-related issues, such as making the work-environment more accessible and adjusted and assisting the employees in various non-work related issues - such as support in legal & financial aspects.

## 6 Training, evaluation, and measurement

The recruitment, training, and measurement processes in Call-Yachol starts from the first phases of meetings with potential clients and building profiles of suitable employees, through recruiting employees via assessment tests, training the employees for their role by adjusting the client's standard call-center representative training courses (in Telephone company, for example) to the disabled employees and their learning pace, and ending with



managing internal and external crisis points, and assisting Call-Yachol to evaluate outcomes and reach set goals.

## 7 Clients

During Call-Yachol's beginning, after building the parenting model and following the recruitment of Amir Bar Natan (who previously managed the Pelephone training unit) as CEO, Dr. Winsh started to search for the first customer who would dare to give Call-Yachol's cell center a chance. *"I've been meeting dozens of companies from all fields - mobile, finance, media - I've met CEOs and VPs. Everyone I've met was initially very enthusiastic about the idea, but later - after consultation with their legal departments - they returned with a negative reply"*, tells Dr. Winsh. *"In the good scenario, many companies expressed concern over damaging their reputation - they feared what could happen if a disabled employee who left the job sued them or complained that they were fired due to their disability. Others located an existing employee that had his left ear lobe amputated, and claimed they already employ disabled people, so why bother?"*

The only one who open-handedly accepted Dr. Winsh was Pelephone's HR Vice-President, Dani Zur. In early 2008, the first training course for call center representatives was launched. The course participants consisted of 15 people with various disabilities. The course was adjusted to the special segment via two main aspects: The technological and the personal. On one hand, the acoustics in the training classes were improved, and the instructors used a special board enabling the trainees to view what was written on it via personal screens. Additionally, the training days were shorter than usual, and the entire course took longer. Simultaneously, the course instructors that were chosen were people with extra sensitivity for disabilities, and they underwent a special training day that trained them to face different problems - starting with physical disabilities and ending with mental ones.

Initially, Dr. Winsh was concerned about the time required for his employees till they could catch up with the pace and deliver the goals set for them by Pelephone - but very quickly, these worries proved false. *"In only a few weeks, the guys performed so well that Pelephone asked us for a second team. Beyond that, none of them quit, and all team members were more than committed to the job. The complaints we heard from them were not routine - for example - why can't we use the job's software to train more at home?"*. According to Micha Catran, Manager of the call center unit at Pelephone, the professional treatment given to Call-Yachol's call center was exactly the same as given to all other outsourced call centers under his responsibility.



The learning curve in Call-Yachol is a bit slower than usual, yet this is a price they are willing to pay. "From day one, it was clear Call-Yachol will be treated just like any other outsourced call center, measured by the same criteria all other cell centers are measured by," said Catran. "We ignore the special needs issue. If, until today, these people were discriminated against, we offer equal opportunity. When the end-customers are asked, they do not know who is the call center representative assisting them. They should not care about it. The learning curve is indeed slower in progress, but we are patient, knowing we can win a long-term employee. If you see the employee as someone who will leave you after one year, you're impatient towards him. But if s/he will work for you for long years - the fact it takes her/him another month or two to catch up with the training, is far less meaningful".

Pelephone's patience paid off. During early 2010, a service, sales, and customer satisfaction competition took place among the corporation's 12 call centers, which together employ around 1,000 sales and service representatives. One of the three winning teams was a 40-employee team from Call-Yachol, who reached all of Pelephone's targets while also demonstrating the lowest representative attrition rate.

*"The occupational stability is the call center's obvious advantage. Training a new representative costs money and takes time. Knowledge doesn't get lost, and for us as a corporation, this is a substantial advantage. No need to handle exam periods in the universities, when all student employees suddenly ask for vacations. The attrition rate of our disabled representatives is very low - a fact that contributes to stability in the service quality that our end-customers receive. Beyond that, also in context of awareness, Call-Yachol provides added value. The company really helps those people get rehabilitated, and there is something heartwarming in that, we want them to succeed even more than others".*

Micha Catran, Manager of the call center unit at Pelephone

<https://www.ynet.co.il/articles/0,7340,L-4231416,00.html>

Today (2022), Call-Yachol has several major corporate clients, including Pelephone, Bezeq International, Strauss Group, Clal, and Strauss Water. However, not everything is always so pink. Many businesses and corporations that need outsourced call center services feel intimidated by the idea of hiring disabled people, mostly due to stigmas. "The public still has a stigma in which a disabled person is also limited in talent and in personal abilities. Many people are also intimidated by the looks of the wheelchairs. We are grateful to our first corporate clients who believed in us at the beginning of the road, but it's clear to us that new clients who will join us today will receive employees who are especially dedicated and of high quality".



The change in conception will have to include the wider public as well as the employers. *"To manage a business based entirely on people with disabilities is difficult, and involves many adaptations", says Dr. Winsh, "but to embed a few disabled people inside a specific business unit isn't really a problem. You need minimal adjustments - usually to ensure accessibility - and in return, you get a devoted and loyal team of employees, who also reflect on the whole atmosphere in the organization".*

It turns out it can pay off to hire disabled people even in regular market conditions (with regular market wages). Call-Yachol proved that they actually save money by hiring disabled people, since they are loyal and persistent employees. Thus, they overcome the central problem call centers have: high attrition rates, which force outsourcing call center providers to invest up to 20% of their budgets in constant recruiting and training of new employees.

In August 2012, it was published that Pelephone - Call-Yachol's oldest client - would terminate its connection with two external call centers - the Tikshuv company, which worked with Pelephone for 6 years, and Call-Yachol. This statement led to a wave of furious reactions, leading Pelephone to change its decision a day afterward - and publicly state the company would continue working with Call-Yachol.

## 8 Funding and Government Support

Despite the impressive achievements, the main obstacle, which Dr. Winsh still has not overcome, is the Israeli government bureaucracy. While Non-profit organizations and charities receive government money as a reward for assisting disabled people join the workforce, the Call-Yachol call center - being defined as a regular business organization - is not eligible for the same benefits. The state assists the call center in physical adjustments - such as via funding for building handicap-adjusted restrooms or widening of hallways - but Dr. Winsh did not succeed in getting government refunds for long training courses, special recruiting processes, assisting the employee on-boarding, disabled employee transportation, wheelchair accessible parking spaces, or more sick-days for employees. *"We are a regular business par excellence", says Dr. Winsh, "We didn't want to be a charity; we wanted to demonstrate that whoever does not hire disabled employees is losing out. And we indeed pay a price for this. Up until today, there are almost no regular Israeli businesses who employ many disabled people, in regular market conditions and wages".*



Call-Yachol managed to gain only partial refunds from the government, for its investment in initial company infrastructure. Over the years, up to 2012, the company received government refunds only for approximately 70% of its investments in infrastructures and physical adjustments.

### 8.1 Governmental assistance with salaries

In May 2011, the Israeli Consortium for Integration of Disabled People in the Workforce, and the Investment Center within the Israeli Ministry of Industry, Trade & Employment, have jointly begun to encourage employers to hire disabled people. The "Path to Employment" plan was meant to assist and subsidize the salaries of disabled people in order to encourage employers to enhance their demand for these employees and to fully integrate the Israeli workforce with people with different kinds of disabilities and functional levels. The plan was launched in 2011 and the budget scope authorized for this year was 15 million NIS, which were designated to advance the employability of approximately 750 disabled employees. The Ministry of Industry, Trade & Employment's subsidized plan was targeted only at for-profit businesses, which are not public organizations. The assistance scope is calculated in proportion to the employee's salary (whether this is regular minimum wage or adjusted minimum wage). Businesses that comply with the scheme's conditions receive financial aid in the form of a 30-month reimbursement for the salary costs of disabled employees who joined the company - in the following calculation model: During the first 10 months of employment - a 42% reimbursement of salary cost; Between the 11th month till the 20th month of the work - a 30% salary cost reimbursement; Between the 21st month till the 30th month of the work - an 18% salary cost reimbursement.

For example, as part of the scheme, an employer hiring a disabled employee with a monthly salary cost of 8,000 NIS, will receive financial aid of 3,360 NIS during the first 10 months of employment, 2,400 NIS starting from the 11th month, till the 20th employment month, and 1,440 NIS between the 21st employment month and until the 30th employment month (As stated on the Industry, Trade & Employment Ministry's website).

Despite the new scheme assisting companies to hire disabled people, Call-Yachol company still did not receive any assistance in financing employee salaries, since it was decided the company does not comply with one of the assistance terms, which is that the company is located in the geographic peripheral areas of Israel (Dr. Winsh's lecture at the Tel-Aviv University 01/20/2013).





## 9 Marketing

Call-Yachol is proud of being the biggest Israeli employer of people with disabilities. The company highlights this fact on its website's home page, as well as in every conversation with future clients. The clients who already work with Call-Yachol also regularly highlight their cooperation with Call-Yachol while positioning it as 'Social Responsibility' / Community Involvement / Contribution to the Community (This, despite the fact that purchasing business services from Call-Yachol does not have a philanthropic element, as Call-Yachol is a regular business).

### Strauss Water | CSR Blog

*Strauss Water's 'Tami 4' water bar is a seasonal product. Our business aspiration is to manage the varying outputs during the year, in a correct and efficient manner. For call-center representatives, it is important that their business environment will provide stable and steady work. Therefore, we searched - Osnat Yanovich Strauss's customer service manager and myself - for an external outsourcing solution that will enable us to also strengthen our community and social activity, since we believe this also contributes to our business activity."*

[Dror Morad - CEO - Strauss Water]





### Pelephone | Company Website

*Pelephone views CSR, involvement and contribution to the community as central corporate values, and therefore - as part of its ethical code - the company acts by initiating donations, employee volunteering, and genuine partnerships with various NGOs and charities. Pelephone donates millions of Shekels a year to various social organizations, collects hundreds of kilograms of food, and establishes dozens of computer classes all across Israel, for the sake of the children's future. Pelephone permanently adopted an after-school child-care facility in Kfar-Shalem, as well as a school and a center for the blind in the Central region... We also employ vision-impaired employees in our Airport City logistic facility. Pelephone is a partner in establishing the "Call-Yachol" call center, a unique call center in which all employees have physical or mental disabilities. The call center is embedded - as an external call center - within Pelephone's sales & customer service activities."*

Call-Yachol's uniqueness is leveraged also as a product offered to clients. Call-Yachol has a hosting and learning center, which hosts group meetings. The company also offers paid visits and tours of the call center. This is offered to other companies as a tour, which is appropriate for a wide range of business, managerial, or social purposes while aspiring to inspire the tour participants.





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