

Samhall

Description of Samhall from the Samhall website – www.samhall.se

Samhall provides services and goods to clients in a range of sectors: manufacturing, assembly and packing, warehousing and logistics, ground and property maintenance, cleaning, as well as services for the elderly.

Samhall employs 20 000 people in 250 localities throughout Sweden and has an estimated annual turnover of SEK 7 billion. Samhall is a state-owned Swedish company assigned to provide meaningful work that furthers the personal development of people with disabilities. Samhall is the leading Swedish company in providing development opportunities for people with disabilities through employment. Samhall is wholly owned by the Swedish government. □ □ The assignment of Samhall is given by the government and expressed in the articles of association in the following way:

The assignment is to produce goods and services that are in demand in order to provide meaningful and developing employment for persons with disabilities, where there is a need.

Samhall's assignment is summarized by the owner in four demands for which targets are set annually. Samhall must each year:

- **Have a certain number of employees with disabilities.**
- **Contribute to a certain number of employees making a transition to employment in the ordinary labour market outside Samhall. The annual target for transitions is 5 percent of the employees.**
- **Recruit employees from specially prioritised groups of people with disabilities. That means that at least 40 percent of the people with disabilities that Samhall employ during a year must be from the groups of people with intellectual disabilities, mental illness or multiple disabilities.**
- **Achieve a balanced financial position.**

Samhall is a diversified partner in manufacturing and services.

Samhall must secure and choose business assignments that offer a variety of suitable tasks appropriate to Samhall's entire target group. Samhall breaks production down into multiple components to simplify training and to make it possible to adapt the pace by dividing the work among several people. Samhall develops a business concept for all production that

reduces the workload, minimizes risks in the work environment, enhances occupational learning, and coordinates and streamlines market contacts. □ □ Cleaning and property management as well as integrated operations/staffing are well-established business activities in the service sector. In its integrated operations, Samhall offers customers on-site staffing with work teams and employee supervision. Municipal Services is the fastest growing operation in the service sector today. In the Municipal Services Samhall offers non-nursing services for elderly people. This includes services like cleaning, laundry services, shopping and delivery of ready-to-heat meals. Samhall also has some big kitchens where Samhall employees prepare ready-to-heat meals. □ □ Samhall's industrial units are organized based on an "Industry Park" concept. This enables Samhall to offer big and specialised undertakings as a subcontractor for major Swedish manufacturing companies as Volvo, Scania, Ericsson, Ikea and others. Samhall has about fifty industry park units. Collaborating with partners using the Industry Park concept enables Samhall to offer specialized and customized undertakings including production, development, and logistics solutions in a variety of fields, products, and processes such as mechanical engineering, electrical engineering, electronics and fiber-optics, cabling, batteries, surface treatment, assembly, and various packaging techniques. Manufacturing activities target customers in the medical device, telecommunications, automotive, furniture, and manufacturing industries.

Samhall offers total solution project management to coordinate skills sets, services, and support functions. Quality control and safety procedures are well established, with extensive experience from various industries and from today's environment and quality standards: GMP, QS, ISO 9000, and ISO 14000. □ □ About 100 of Samhall's former industrial units have been restructured to base units. The idea of Samhall's base units is to provide opportunities for the employees within a local geographical area to try different types of work inside and outside the factory. The employees can come back to the base unit between changes of different assignments in the service sector. The base unit can also offer an introduction for new employees.

Samhall's assignment is based on personal development through employment.

Samhall has a continuous personnel development process consisting of three components: recruitment, development, and transition. The process differs for each employee, but the aim is always to strengthen the individual's self-confidence and to provide motivation, social skills, and occupational skills. □ □ The Employment Office refers unemployed job seekers with disabilities to Samhall. Employment in Samhall is often preceded by a practice period.

The job seeker, the employment office, and Samhall together establish clear objectives for employment. All different kind of disabilities are represented among the employees in Samhall. Roughly 60 percent have some kind of physical disability. Remaining 40 percent is divided into the groups of people with intellectual disabilities, mental illness and socio-medical disability. □ □ Employees play an active role, accepting personal responsibility for their work and their own development. Each employee has a personal development plan specifying objectives and activities. Employees have at least one development speech each year, resulting in an updated development plan. After this orientation, employees may choose from a range of basic training programs for the varied occupations in Samhall's operations.

If possible, the ultimate goal is a job outside of Samhall. Samhall uses a "willingness and ability model" to prioritize various actions based on each employee's needs. One of these actions is the regular reassessment of an individual's abilities, long-term goals, and plans to achieve those goals (Dare to Win). Other actions involve strengthening self-confidence and motivation, individually or in groups, (Dare More) and encouragement for job seeking, individually or in groups, (Dare to Move on). Everyone who makes a transition to an employer outside Samhall is entitled to return to employment with Samhall for 12 months. During that time, Samhall monitors the transition and offers support to the individual and the outside employer.

Through the membership in [Workability International](#), Samhall co-operates with more than 130 sister companies/organisations from about 40 countries around the world.

All the members of Workability International are providers of work and employment services for people with disabilities. Workability International has regional groups in America, Asia, Europe and Oceania. □ □ Samhall is an active member of Workability Europe which has members both within and outside EU. At the European level, Workability Europe has created the network ENSPER (European Network of Service Providers in Employment and Rehabilitation) together with EPR (European Platform for Rehabilitation) and RI (Rehabilitation International). ENSPER networks to the EU, EDF (European Disability Forum), employers, trade unions and other relevant NGOs at the European level.

Samhall was founded 1980 and took over all workshops with sheltered employment, office work centers, industrial relief work, and certain types of work carried out in the home. □ □ At the time there were a total of 370 factories, which were run by municipalities, county

councils, the National Swedish Labor Market Board, the County Labor Board, and others. One of the purposes of the new state-run corporate group was to raise the status of the operations, improve its financial position, and achieve a fairer distribution of jobs around the country.

When the company began, it had a total of about 27000 employees; about 21400 of these had various disabilities. During the late 1980s the government established a framework for the highest number of jobs (expressed in number of working hours), which served as the basis for calculating the compensation provided by the government. During the 1990s the volume target changed to a minimum requirement linked to a fixed compensation. During the 1980s the number of employees with disabilities at Samhall gradually increased, from about 21400, to reach a maximum of 30400 people in 1990. Since then the number has steadily decreased, to the current level of about 22000 employees. Both the number and the percentage of employees without disabilities have decreased substantially over the years. In 1980 Samhall had a total of about 5400 non-disabled, compared with about 1800 today.

Over time a total of almost 25 000 people with disabilities have been able to take the next step, to a job with another employer, after working for Samhall for a while. In the early 1980s the number of transitions annually was slightly more than 1 percent (about 300 people) of employees. The percentage of transitions then steadily increased, peaking at 5.4 percent in 1988/89. From the 1990s through 2004, the percentage of transitions varied, between 2.2 and 5.7 percent. In 1993 the government stipulated a requirement for transitions of at least 3 percent, in 2000 this threshold was raised to 5 percent, and in 2010 to 6 percent. □ □ In the beginning, in 1980, essentially Samhall could offer only various forms of manufacturing work at its 370 factories. During the 1980s and 1990s, the operations evolved, from extremely small-scale, local, and scattered industrial production, into an industrial group with substantial exports in sectors such as furniture and telecom components. An extensive restructuring process began in the 1990s, by which manufacturing activities were gradually replaced by services. Since the beginning of the 1990s, Samhall has created more than 10000 new service jobs.

Between 1980 and 1992 the operations were run like a foundation, with 24 regional county-based foundations and one central foundation. The government and each county council formed the foundation for the regional companies. In 1992, the organization was restructured into a group of companies with state-owned Samhall AB as the parent company and with regional subsidiaries. As a result of this incorporation, Samhall AB could freely command and change the corporate structure of the Group. After 1992, the number of regional subsidiaries

dwindled as a result of mergers. Since 2002, all activities in Sweden have been carried out within a single corporation: Samhall AB.

From 2006 a new model including three phases – assessment, temporary (developmental) employment and long term (secure) employment – is introduced within the Swedish labour market programmes for people with disabilities. The first phase is organised within the Employment Service run by the Swedish Labour Market Administration. The second phase is a quite new labour market measure and will have a very clear target for open employment. The third phase is primarily for people with more severe disabilities who need employment in an organisation like Samhall for a longer time. □ □The new model gives Samhall and other providers the possibility to establish both temporary and long term employment for people with disabilities. □ □Samhall's operational plan for the next coming years is based on following strategic objectives established by Samhall's Board of Directors:

- **Samhall shall be the leading company for long term employment for people with disabilities and a leading player in temporary employment.**
- **Samhall shall perform its assignment within the framework of compensation for additional costs amounting to a maximum of 90 percent of pay-roll expenses for the employees with disabilities.**
- **Samhall shall combine a strong individual perspective that focuses on each employee's potentials, with a profitable business structure that offers a variety of duties.**
- **Employment by Samhall shall generate value through high employment, training, and other developmental activities.**

The rest of the world shall perceive Samhall as the leading company in Sweden for development through employment for people with disabilities.