



# **Mutual Learning Programme**

DG Employment, Social Affairs and Inclusion

**Peer Country Comments Paper - Sweden**

## **Making use of everyone's competence: the Swedish Public Employment Agency and jobseekers with disabilities**

**Peer Review on "Employer service delivery"**

**26-28 October 2020**



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## 1 Introduction

This paper has been prepared for the Peer Review on "Employer service delivery" within the framework of the Mutual Learning Programme. It provides a comparative assessment of the policy example of the host country and the situation in Sweden. For information on the host country policy example, please refer to the Host Country Discussion Paper.

## 2 Situation in the peer country

The Swedish Public Employment Service (*Arbetsförmedlingen*, henceforth PES) has the overall responsibility, sector responsibility, for matters related to functional impairment in the labour market policy. This means that PES shall coordinate, impel and support measures aimed to create equal opportunities and participation in the labour market for people with reduced work capacity due to disability. A working dialogue with both employers and jobseekers is crucial for this mission. PES also cooperates with the NGOs representing this target group, as well as with the Swedish Social Insurance Agency (*Försäkringskassan*), the Swedish Agency for Participation (*Delaktighetsmyndigheten*), the Equality Ombudsman (*Diskrimineringsombudsmannen*) and other relevant governmental agencies, the municipalities and regions and the schools. Like the Dutch PES, the Swedish PES pursues a diversity of labour market policy programmes and other measures, including subsidised employment, which means that the state may cover 50-100% of the wage costs up to a certain level and during a certain time-period (Kornerud et al., 2018 p. 9; *Arbetsförmedlingen* 2019a). There are also special measures aimed to improve the opportunities in the labour market for people with disabilities. For example, various kinds of personal support, adapted jobs and work-oriented rehabilitation.<sup>1</sup> As in the Netherlands, unlocking the potential labour force reserve among people with reduced work capacity due to disability has been high on the political agenda in recent years. This is an integrated part of PES ordinary work, but PES has also carried out special projects and campaigns aimed to increase public awareness and encourage employers to broaden their recruitments and open up for diversity.

The Government Ordinance 2000:628 includes general regulations on labour market policy programmes, and the Government Ordinance 2017:462 regulates special measures for persons with reduced work capacity due to functional impairment. Moreover, the Work Environment Authority (SWEA) issues mandatory provisions (AFS) and recommendations aimed to improve the work environment and make workplaces accessible for all workers, including people with disabilities. The social responsibility to employ people with reduced work capacity is up to the individual employer. Thus, there is no quota system, but when employing workers with disabilities, the employer shall make necessary adjustments of the workplace in order to create equal opportunities. The Act on Discrimination (2008:567) is central in this context. AFS 1994:01 on work adjustment and rehabilitation contains regulations for work adaptation and rehabilitation, and also the employer's measures to adjust the work situation to the individual employee's conditions for work.<sup>2</sup> At PES head office in Stockholm, there is a special department for employer service, and special units for employer service can be found at the local PES offices as well. At the head office, there are also departments for marketing and communication, and for the processing and analysis of data submitted by the local PES officers. PES uses an internal case management system (AIS) in which cases concerning jobseekers and employers are registered.<sup>3</sup>

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<sup>1</sup> *Arbetsförmedlingen*. "Support for you with a disability". <https://arbetsformedlingen.se/other-languages/english-engelska/extra-stod/for-dig-med-funktionsnedsattning>

<sup>2</sup> Other relevant ordinances are, e.g. AFS 2001:01 on systematic health and safety work and AFS 2009:02 on the design of the work environment.

<sup>3</sup> Interview with Malin Blomgren Swedish PES. 14 February 2020.

### 3 National policies and measures

#### 3.1 The wider labour market context

In contrast to many other EU countries, including the Netherlands, the recent economic crisis in 2008-2009 did not actually result in austerity measures in the Swedish public sector. Retrenchment, decentralisation and marketisation started in the early 1990s and have continued to various extent ever since (Schmidt et al. 2018). In 2008 PES replaced the former labour market policy agencies.<sup>4</sup> The center-right government in office 2006-2014 extended the agency's responsibility for the reintegration of people on long-term sick leave in the labour market and for introducing newly arrived immigrants in working life. The staff grew from 9,300 to 13,700 by the end of 2018. In the wake of the parliamentary crisis after the general elections in 2018, the Swedish parliament *Riksdagen* strongly reduced the funding allocated to PES. When the current government – a minority-coalition between the Social Democratic Party and the Green Party – took office in January 2019, it proposed a fundamental reorganisation of PES, including a strong reduction of the local PES offices and privatisation of matching and support. This was part of the "January Agreement" between the government, the Center Party and the Liberals. At this backdrop, the agency announced a staff reduction of 4,500 employees. After intense political and public debate, the government postponed the parliamentary process and assigned PES to investigate how to safeguard its local presence (Ministry of Employment, 2020). PES emphasises the need of reinforcing cooperation with the municipalities, the regions and other local and regional actors, and thus also strengthen the dialogue with the employers. Cooperation with the social partners was, however, not mentioned explicitly (Eliasson & Timander, 2020).<sup>5</sup> The staff has been reduced, albeit to a less extent than planned, and several local offices have opened again.<sup>6</sup> Since July 2019, the support to jobseekers and employers is organised in six geographical regions. During the corona pandemic, PES launched a communication campaign to make it easier for jobseekers to find and use the authority's digital service and expert knowledge.

As in the Netherlands, the economy has been booming in the past five years. At the same time, there is a shortage of unskilled jobs, which partly explains the relatively high unemployment rate. Before the corona pandemic broke out, the unemployment rate was 6.9%, compared to the average level in the EU of 6.3% and 3.2% in the Netherlands (in 2019) (Eurostat, 2020).<sup>7</sup> While 4.4% of the Swedish-born people was unemployed, the rate among foreign-born people was 15.1% in 2019 (SCB, 2020). In September 2020, the unemployment rate had increased to 8.3%, which was 2.3 percentage points higher than in September 2019. People on temporary lay-offs are not included in the unemployment rate.<sup>8</sup> When it comes to people with reduced work ability due to functional impairment, unemployment has constantly been high (11% in 2018) regardless gender, education level and variations in the business cycle, and many workers feel themselves subjected to discrimination (SCB, 2019; Eklöf, 2019). The number of persons aged 16-64 with functional impairment was around 752,000 in 2018, 67% of whom considered that their work capacity was reduced (Eklöf, 2018 p. 7; cf. SCB, 2019 p. 15). The employment rate was 64% among persons with functional impairment in general and 60% among those who also had reduced work capacity, compared to 80% in the Swedish population as a whole (Annex 3, Figure 1). In 2017, the share of persons with reduced work ability registered at PES was 27%, or almost 66 000 persons (SCB, 2019).<sup>9</sup>

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<sup>4</sup> These agencies were the Swedish Labour Market Agency (*Arbetsmarknadsverket*), the Swedish Labour Market Board (*Arbetsmarknadsstyrelsen, AMS*) and the regional labour market councils (*Länsarbetsnämnderna*).

<sup>5</sup> The exception was cooperation with the Swedish Association of Local Authorities and Regions (SALAR).

<sup>6</sup> <https://arbetsformedlingen.se/om-oss/var-verksamhet/organisation>

<sup>7</sup> Percentage of the workforce aged 15-74.

<sup>8</sup> In April 2020, *Riksdagen* approved a system for temporary lay-offs to mitigate the increasing unemployment.

<sup>9</sup> The figures refer to the 4<sup>th</sup> quarter of 2017.

### 3.2 Measures and programmes

In the light of these facts and after lobbying from the NGOs, the government commissioned PES to ensure a working support for people with disabilities through 1) matching, and 2) by providing them with the tools and continuous support needed for increasing their work ability. The government has long required PES to annually map out the labour market situation for this target group as well (Ministry of Employment 2020).<sup>10</sup> Labour market programmes, especially long-term measures, are central in the Swedish labour market policy for including people with disabilities (Angelov & Eliason 2014). According to the Government Ordinance 2017:462, the special labour market programme for people with reduced work capacity due to functional impairment includes financial support for: aids in the workplace; literature and interpreters for people with visual or hearing impairments; personal assistance; a special support person for introduction and follow-up support (SIUS); start-up costs at the start of a business; wage subsidy; and sheltered work. SIUS is based on "supported employment" – a method for work-life oriented rehabilitation.<sup>11</sup> For this purpose, PES uses trained SIUS consultants (Gustafsson & Peralta 2013).<sup>12</sup>

Thus, PES provides the employers various forms of support aimed to facilitate employment of people with reduced work capacity due to disability, including economic compensation for the loss of productivity. *Subsidised employment* is central in this context. The main form of subsidized employment is wage-subsidy (*lönebidrag*). The employers can apply for three varieties of wage-subsidy: a) "for development in employment" (to develop the jobseeker's competence and ability to test a job or to start studying); b) "for employment" (to adjust the work and the workplace to fit the employee's specific needs); and c) "for security in employment" (long-term support to make it possible for the employee to get and keep a job).<sup>13</sup> Wage-subsidy can also be used for work in the state-owned company Samhall (see below) and in some forms of municipal labour market policy measures (Forslund et al. 2019).

As Figure 2 in Annex 3 illustrates, the majority of employees in subsidised employment can be found in the category "special measures for workers with reduced work capacity" (the dark pink field), including wage-subsidy, sheltered employment in the public sector (OSA) and work in Samhall. The second largest group is "new-start jobs" (*nystartsjobb*) introduced in 2007 for people who have been away from the labour market for a long time (Galte Schermer 2020; see also Engdahl & Forslund, 2019).<sup>14</sup> The sharp decline of the number of employees in subsidised employment since 2018 is partly related to the reorganisation of PES, including the reduced staff (Figure 2, Annex 3).

As regards employment in the state-owned limited company Samhall, the aim is to create meaningful work to promote the development of people whose work capacity is strongly reduced. Currently Samhall employs around 24,000 persons with functional impairment and 1,000 others; part of the workforce is assigned by PES and consists of persons with wage subsidy. Samhall operates as a manning company on the open market. The aim is that 40% of the new recruitments should come from PES' highest prioritised target groups, such as persons with physical or intellectual disabilities, or persons with more than one disability. Samhall works actively to encourage employers to engage people with functional impairment. For this purpose, the company annually awards the "Show the Way Prize" (*Visa vägen-priset*) to 20 persons and organisations who are "at the forefront of people with disabilities and break their exclusion in the labor

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<sup>10</sup> Since 1996, PES has commissioned Statistics Sweden to carry out these studies.

<sup>11</sup> <https://arbetsformedlingen.se/for-arbetssookande/extra-stod/stod-a-o/sarskild-stodperson-for-introduktions--och-uppfoljningsstod---sius>

<sup>12</sup> Interview with Malin Blomgren, Swedish PES, 14 February 2020.

<sup>13</sup> <https://arbetsformedlingen.se/for-arbetsgivare/anstall-med-stod/lonebidrag>

<sup>14</sup> *Nystartsjobb* was introduced in 2007, and in this case the employers' compensation is tax relief.



market".<sup>15</sup> The aim is to demonstrate the benefit of "making use of everyone's competence". The winners are presented at a big gala, where entrepreneurs, leaders of political parties, trade unions and NGOs participate, as well as artists and representatives of the Royal Family. Thus, this prestigious and well-known prize is an important component in the work for an inclusive labour market. According to a telephone survey among 500 companies with ten or more employed carried out on behalf of by Samhall in cooperation with the analysis and research company Novus in 2012, 40% had at least one employee with functional impairment, and 90% declared that they were open to employ this target group (cf. Bekker 2020, p. 10). The employers' main argument was that diversity foster a good and accepting work environment (Samhall, 2012). There may be an unknown number of people with disabilities among immigrants. It takes time for newly arrived immigrants to get a disability formally assessed and recognized, and people may for various reason hesitate to report disabilities.<sup>16</sup>

In contrast to the Netherlands, research indicates that small and medium-large private companies are more interested and active in employing workers with disabilities than large ones (Arvidsson, 2016; Sjögren, 2018). The interviewed representative of PES confirms this observation, and emphasizes that it is easier to get in touch with the operative managers in these companies as their organisations are less complex. Moreover, subsidised employment is more common in the private sector than in the public sector, especially among men, which reflects the gendered labour market (Arbetsförmedlingen 2019a, p. 49; see also Figure 3, Annex 3).<sup>17</sup> In Sweden jobs in labour market policy programmes shall be adapted to collective agreements. Until 2017, the exception was rapidly increasing "new-starts jobs", comprising many vulnerable workers. After two years of stricter regulations, the rules were relaxed again in 2019, except for wages. This was a consequence of the "January Agreement".<sup>18</sup>

Research indicates that subsidised employment as part of long-term measures for workers with reduced work capacity due to disability is important, as it means employment and income for the workers involved. However, it may also imply a risk of people becoming locked in subsidised jobs. Some could have worked in ordinary jobs without subsidies (Angelov & Eliason, 2014; cf. Sjögren & Wiktröm, 2015). Research also indicates abuse of subsidised employment in certain industries, which also implies precarious work (Thörnquist, 2013, 2015; Frödin & Kjellberg, 2019). The social partners as well as the government work actively to combat this problem (e.g. Johansson, 2019).

PES has the overall responsibility for local cooperation with the municipalities and other stakeholders on issues that concern young people with disabilities, newly arrived immigrants, the development of local job tracks, and collaboration with the Social Insurance Agency (*Försäkringskassan*). Since 2004 "coordination associations" (*samordningsförbund*)<sup>19</sup> for financial coordination between the municipalities, PES and the Social Insurance Agency work together with the municipalities and the regions to coordinate and make rehabilitation activities more effective. The municipalities also pursue their own labour market policy measures and programmes (Forslund et al., 2019).

### 3.3 Campaigns

PES has pursued several projects and campaigns in recent years in order to create equal opportunities and participation in the labour market for people with functional impairment. In 2011, for example, the former state authority, *Handisam*, and PES jointly

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<sup>15</sup> <https://visavagen.samhall.se/>

<sup>16</sup> Interview with Malin Blomgren Swedish PES, 2 and 14 February 2020.

<sup>17</sup> In the public sector almost 70% of the employee are women compared to barely 40% in the private sector (SCB 2020).

<sup>18</sup> <https://www.regeringen.se/pressmeddelanden/2019/06/andring-av-forordningen-om-stod-for-nystartsjobb/>

<sup>19</sup> Act (2003:1210) on financial coordination for rehabilitation measures.

elaborated a guide for employers on how to plan, recruit and integrate co-workers with reduced work capacity due to disability in the workplace. The information package, which also was web-based, included a film with questions submitted for discussion, and short personal reports from employers who already had experience of recruiting this target group. The guide was distributed to employers, unions, safety representatives, HR consultants and diversity strategists (Handisam 2011).

In the campaign "Make Room" (*Gör plats*), carried out in four parts during 2018 and 2019, PES aimed to increase awareness among employers and in society as a whole about the underutilised competences of persons with functional impairment.<sup>20</sup> The first parts consisted of information meetings, setting up a website and the production of short information films. Employers and jobseekers could use the website to get information, share experiences and for matching. The films illustrated a variety of good examples of persons who had been included in the labour market, the importance of using their competences, and that diversity fosters a good and accepting work environment. The website was the main area for information and communication. Information was also spread in social media, radio and a comprehensive out-door advertisement campaign. The website also included concrete advice for employers to write an inclusive job-advertisement and for employees to write a job application. The experiences from the campaign is present in PES' daily work and discussions on how to develop the work for a more inclusive labour market.

The last part was a huge out-door advertising campaign, which gained both cheers and jeers. It was successful as it got a lot of attention, but it was also criticised. This illustrates the importance of having a close dialogue with the target group when constructing a campaign, especially if it is based on posters with photos of bodies, in this case a montage. While the bodies belonged to persons with physical disabilities, their heads were replaced by famous artists and businessmen. The message was: Would they have had the same chance if they had been disabled? The Association for persons injured by Neurosedyn<sup>21</sup> (*Föreningen för de Neurosedynskadade*, FfdN), for example, pointed to the fact that there really was no lack of successful persons among people with functional impairment, which could have been highlighted instead (see also Annex 2).<sup>22</sup> According to the advertising company that designed the campaign, this drive had made the employers much more interested in employing people with functional impairment (<https://lebureau.se/work/gor-plats/>)

The "Make Room" campaign was part of a broader government initiative called "See the competence", which also included an internal development project at PES to improve the work for a more inclusive labour market. In this context, some 80 regional initiatives on how to create an inclusive labour market were taken in the six regions until January 2020. This work, which is still in progress, is carried out in cooperation with occupational therapists, physiotherapists and other professionals with special knowledge on how to adapt the workplace to needs of workers with disabilities.<sup>23</sup>

#### **4 Assessment of success factors and transferability**

The host country paper emphasises the importance of the Jobs Agreement between the government and the social partners aimed to create 125,000 extra jobs until 2026 (compared to 2013). The paper does not explain the concrete meaning of "extra jobs", but cooperation between the state and the social partners within the field of the labour market policies and practices is highly important. In Sweden, tripartite cooperation was a vital part of the traditional Swedish labour market model, which included an active

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<sup>20</sup> The campaign was designed by the advertisement company, le Bureau.

<sup>21</sup> Talidomid.

<sup>22</sup> *Aftonbladet* 2 October 2019. <https://www.aftonbladet.se/nojesbladet/a/wP5Pjd/ilskan-mot-arbetsformedlingen-vaxer>; see also *Resumé* 1 October 2019. <https://www.resume.se/alla-nyheter/nyheter/nobbade-medverkan-i-gor-plats-rent-ut-sagt-idiotisk/>

<sup>23</sup> Interview with Malin Blomgren, Swedish PES, 14 February 2020.

labour market and full employment policy. Even though it may be difficult to foresee the creation of a certain number of jobs for a particular category of workers within a certain time-period, the experiences from the Netherlands indicate that setting up such a target in cooperation with the social partners may be a way forward in the work for a more inclusive labour market for people reduced work capacity due to disability. The settlement of tripartite agreements with concrete labour market policy may also help to make more effective use of the various forms of labour market measures and programmes (some of which are in fact underutilised), partly due to the current reorganisation and lack of personnel in PES.

Increasing digitalisation of the public employment services is a general trend both in the Netherlands and in Sweden, and it has become even more important in the light of reduced financial and personal resources (Eliasson & Timander 2020) and the corona pandemic. However, for jobseekers and for employers who engage workers with disabilities, personal communication with a PES officer is still highly important as well, especially if the employment requires adjustments of the work, working hours and workplace, as well as for following up how the employment pans out. Face-to-face communication is central also for the SIUS and Supported Employment concepts.<sup>24</sup>

The host-country paper emphasises the benefit of having regional "employer desks", in which PES cooperates with the municipalities, social partners and other stakeholders in providing personal information to the employers. Such employer desks seem to be a success factor that could be transferred to, or discussed in comparison with similar solutions in other countries as well, including Sweden.

## 5 Questions

- Is there a problem with misuse of subsidised employment and related labour abuse in the Netherlands a well?
- What can be said about the trade unions' interest and engagement in the inclusion of persons with functional impairment in the labour market?
- Has the Jobs Agreement stimulated cooperation not only within the PES regions, but also *between* PES in different regions as regards the creation and distribution of new jobs?
- What does "extra jobs" mean more specifically? Has there been a discussion between the parties in the "Jobs Agreement" on how to forestall precarious jobs?
- Regarding the third success factor mentioned in the host country paper: What does the revaluation "of the role of public services in achieving inclusive labour markets, and the room for professionals offering tailored services" refers to? Does it mean that the Dutch PES will engage external providers?

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<sup>24</sup> Ibid.

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### **Interview:**

Malin Blomgren, Swedish Public Employment Service, Head of the branch, *Se Kraften (See the Power) (Avdelningen samordning och uppföljning arbetsgivare)*, 2 and 14 February 2020.

## Annex 1 Summary table

The main points covered by the paper are summarised below.

### Situation in the peer country

- The Swedish PES coordinates, impel and provides support measures aimed to create equal opportunities and participation in the labour market of people with reduced work capacity due to disability.
- In Sweden, there is a strong demand for qualified workers at the same time as there is a shortage of unskilled jobs and a high unemployment rate.
- Unlocking the potential labour force reserve among people with disabilities has been high on the political agenda in recent years.
- PES provides employer services at different organisational levels. An internal case management system (AIS) is continuously updated with jobseekers' and employers' cases. Digital information and self-help have become increasingly important.
- "Social responsibility" is up to an individual employer, and therefore information and awareness measures are of great importance. There is no quota system. When employing workers with reduced working ability, the employers shall make the adjustments needed at the workplace. PES provides financial support for this.

### National policies and measures

- Subsidised employment is a central component in several measures and programmes including people distant from the labour market. The main form of subsidised employment for people with a reduced work capacity due to disability is "wage-subsidy" (*lönebidrag*). The employers can apply for three forms of wage-subsidy: a) to develop the jobseeker's competence and ability to test a job or to or start studying; b) to adjust the work and the workplace to fit the employee's specific needs; and c) long-term support to make it possible for the employee to keep the job).
- SIUS is a special programme for work-life oriented rehabilitation using "supported employment". For this purpose, PES uses trained SIUS consultants.
- The aim of the state-owned company Samhall is to create meaningful work to promote the development of people whose work capacity is strongly reduced or people who have been away for the labour market for a long time. Samhall employs around 24,000 persons with functional impairment and 1,000 others. Samhall works actively to encourage employers to engage people with functional impairment.
- Regional and local cooperation between PES and other governmental agencies (such as the Social Insurance Agency, the Swedish Agency for Participation), the municipalities' social services, regions, the NGOs and the schools and are important components in the development of strategies and measures aimed to integrate workers with disabilities in the labour market. This cooperation will be even more important in the future to safeguard the local presence of PES and to maintain and develop a working dialogue with the employers.
- A new regional organisation since July 2019 comprising six PES regions are highly important as well. Currently, PES analyses around 80 regional initiatives aimed to integrate people with functional impairment in the labour market.

## Assessment of success factors and transferability

- The broad regional cooperation in the Netherlands is interesting for the Swedish PES in its efforts to include people with disabilities in the labour market, especially considering the reduction of the local PES offices and the introduction of the six regions.
- The experiences gained in the Netherlands from the Jobs Agreement with the social partners are of great interest for Sweden. PES emphasises that cooperation with stakeholders at the local and regional level is highly important, especially in context of the planned organisational changes of PES. It is a bit surprising, though, that cooperation between the PES and the social partners is hardly visible in the recent report on PES' local presence (Eliason & Timander, 2020). Yet tripartite cooperation is important, not least when it comes to the integration of vulnerable groups in the labour market.
- Experiences gained from the "employer desks" seem to be very relevant for the Swedish and Dutch PES to discuss.
- Digital services for employers and jobseekers will probably be even more important in the future for the Swedish PES as well. But face-to-face contacts are still something that the agency urges to maintain, especially in the operative work to integrate people with reduced work capacity due to disability in the labour market.

## Questions

- Is there a problem with misuse of subsidised employment and related labour abuse in the Netherlands as well?
- What can be said about the trade unions' interest and engagement in the inclusion of persons with functional impairment in the labour market?
- Has the Jobs Agreement stimulated cooperation not only within the PES regions but also *between* PES in different regions as regards the creation and distribution of new jobs?
- What does "extra jobs" mean more specifically? Has there been a discussion between the parties in the "Jobs Agreement" on how to forestall precarious jobs?
- Regarding the third success factor mentioned in the host country paper: What does the reevaluation "of the role of public services in achieving inclusive labour markets, and the room for professionals offering tailored services" refer to? Does it mean that the Dutch PES will engage external providers?

## Annex 2 Example of relevant practice

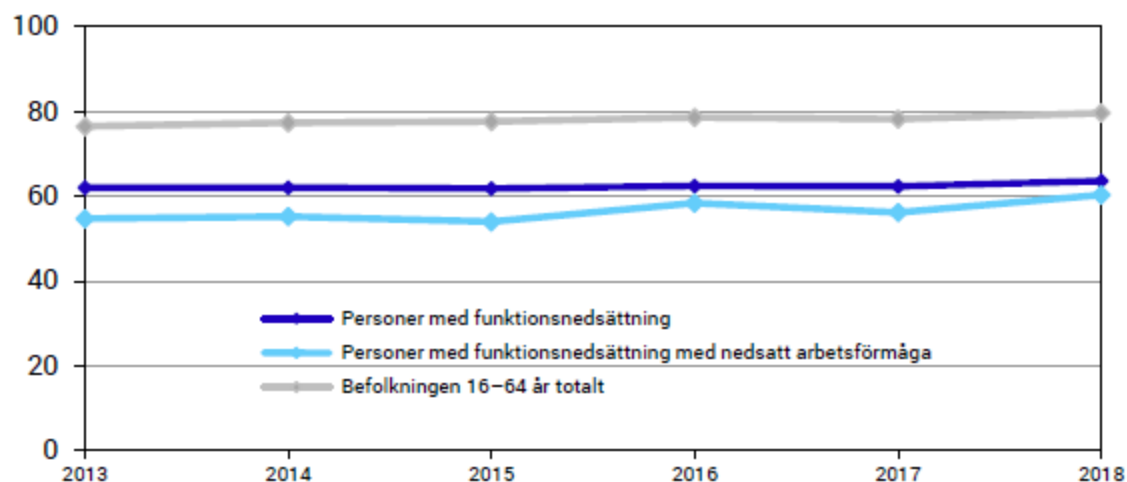
Name of the practice:	Make Room ( <i>Gör plats</i> )
Year of implementation	2018-2019
Coordinating authority:	Swedish Public Employment Service, PES
Objectives:	The campaign was related to PES' previous projects under the working title "See the competence" aimed to create an inclusive labour market and counteract discrimination. It was an information and awareness campaign with the purpose of changing attitudes and encouraging employers to employ people with functional impairment. PES wanted to stimulate employers to widen their perspective when recruiting workers. The message was that if the focus actually is on the skills required for a job, a functional impairment does not need to be an obstacle. The aim was also to spread information about the support PES provides for this purpose. The campaign aimed to reinforce PES' long-term work for an inclusive labour market, forestall discrimination and show that "all jobs can be aimed for everyone".
Main activities:	<p>"Make Room" aimed first and foremost to change attitudes through information and concrete examples. The activities consisted of information meetings, setting up a website and the production of films. Employers and jobseekers could use the website to gain information, share experiences and for matching. The films illustrate a variety of good examples, including the work environmental benefits of diversity.</p> <p>The last part was a huge out-door advertising campaign, which gained both cheers and jeers. In retrospect one may say that it was successful as it gained a lot of attention, spread awareness and according to PES, helped to change attitudes. However, it was also criticized, e.g. by The Association for persons injured by Neurosedyn (<i>Föreningen för de Neurosedynskadade</i>, FfdN). This illustrates the importance of having a close dialogue with the target group when designing a campaign, especially if it is based on posters with photos of bodies, in this case a montage. While the bodies belonged to persons with physical disabilities, their heads were replaced by well-known artists and businessmen. The message was: Would they have succeeded if they had been disabled?</p>
Results so far:	According to the advertising company that designed the campaign, it has contributed to make the employers much more interesting in employing people with functional impairment ( <a href="https://lebureau.se/work/gor-plats/">https://lebureau.se/work/gor-plats/</a> ). The campaign's long-term perspective is perhaps the most important result. PES uses the experiences from the campaign in various ways in its current work, and this is a work in progress.



### Annex 3

Figure 1. Share of employed among people with reduced work capacity due to functional impairment and the population as a whole 2013-2018 (percent)

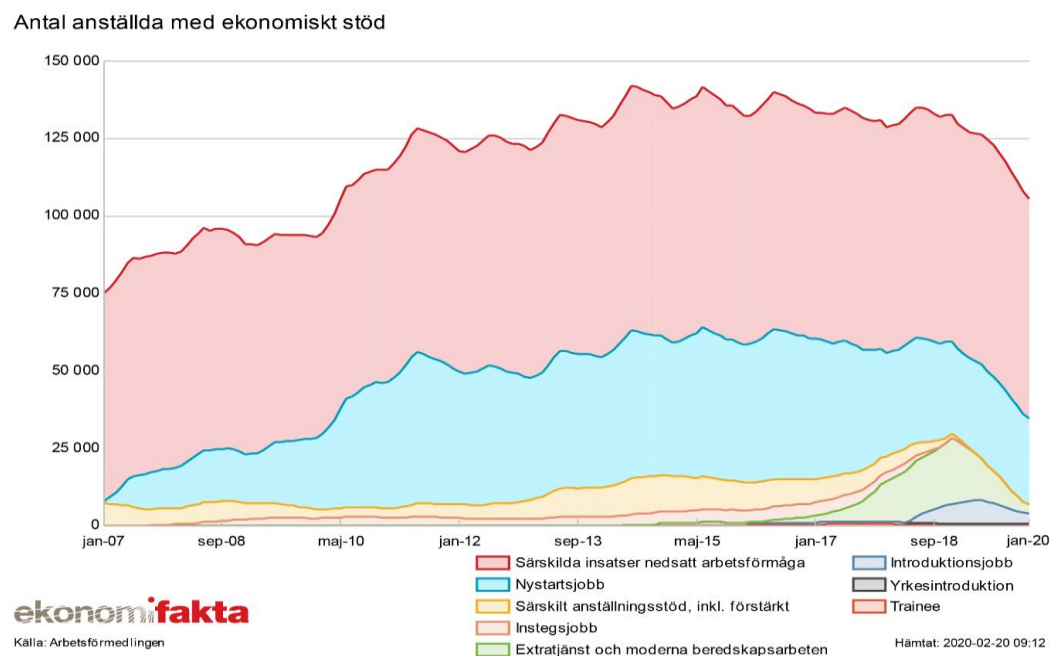
Diagram 6. Andel sysselsatta bland personer med funktionsnedsättning, med nedsatt arbetsförmåga och i befolkningen totalt. 2013-2018. Procent



Source: SCB 2019, p. 29.

Dark blue: persons with functional impairment; light blue: persons with functional impairment and reduced work capacity; grey: the total population 16-64 years.

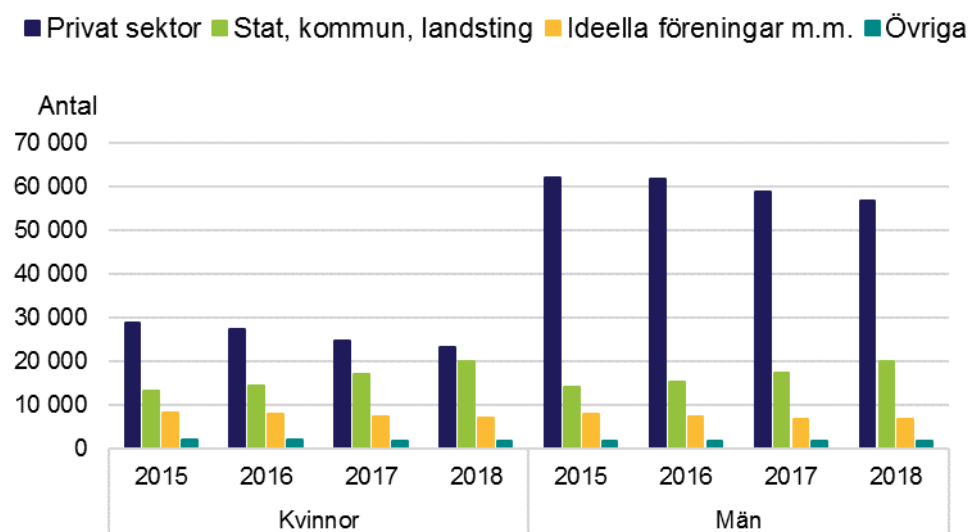
Figure 2. Number of employees with subsidized wages in different labour market programmes



Dark pink field: special measures for people with reduced work capacity; cyan field: new start jobs; orange field: special and reinforced employment subsidy; light pink field: entry jobs; green field: extra jobs and modern relief jobs; blue field: introductory employment; grey field: vocational introduction; pink field: trainee.

Source: Ekonomifakta, February 2020.

Figure 3. Subsidized employment distributed after juridical form 2015-2018 (November). Women and men.



Source: Arbetsförmedlingen 2019b, p. 49 and Figure annex, figure 5.5.  
<https://arbetsformedlingen.se/om-oss/statistik-och-analyser/analyser-och-prognoser/arbetsmarknadsrapporter/2019>

Black staple: private sector; green staple: public sector; orange staple NGOs; blue staple others.

