



VITAL SUPPORT

Annual Report 2016



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Cover image: Eskilstuna, Sweden

Bashar Zaraq and the Red Cross come to play with and draw attention to the children. Bashar Zaraq knows the importance of play to break idleness. He escaped from Syria himself.

Photo: Elis Hoffman/Red Cross

REPORT OF THE CENTRAL BOARD OF DIRECTORS

The Central Board of Directors of the Swedish Red Cross, organisation number 802002-8711, hereby presents its annual report for 2016¹.

We save lives and give hope

The Swedish Red Cross is Sweden's foremost organisation in time of disaster. Our task is to prevent and alleviate human suffering, to protect life and health and to safeguard respect for the value of every human being. Our vision is that nobody should be left alone in a disaster.

Humanitarian support is the basis of our activities, both in day-to-day life and in more extensive crises. By working together and helping each other – globally and locally – we work effectively and reach more people more quickly.

The Swedish Red Cross is prepared for action in the event of disasters in Sweden or globally. Our efforts relieve acute distress with the aim that fewer will be affected. This past year, our national efforts have focused largely on assisting refugees who have come to Sweden. Through an agreement with the government and Swedish authorities, the Swedish Red Cross performs humanitarian activities for which the state has ultimate responsibility, such as the treatment of the war-wounded and the tortured, tracing missing family members and reuniting families. This auxiliary role is based on international and national law which – together with our global network – gives the Red Cross a position that differentiates us from other voluntary organisations, with opportunities to change the situation for vulnerable people in a way that no other organisation can.

The Swedish Red Cross is a non-profit organization and was founded 1865.

We are part of the International Red Cross and Red Crescent movement, which consists of 190 national Red Cross and Red Crescent societies, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Red Cross Committee (ICRC).

The network in Sweden comprises 876 (909) local Red Cross societies (branches). Local Red Cross branches organise meeting points with second hand sales in 290 (303) locations around the country.

We defend human rights

The number of conflicts in the world is rising and they are destroying more and more lives. Crises and disasters lead to the risk of people being forced to leave their homes. Refugees have the right to seek asylum, to resume contact with lost family members, to establish themselves in a new place and to live with their families. To defend human rights, Red Cross volunteers and employees meet and support people, both along the refugee routes and in Sweden.

We are on the spot before, during and after a disaster

We work to create sustainable societies with people who are equipped to face crises and disasters. Societies that are equipped to resist such problems have a spirit of community and diversity, where people have the knowledge, health and power to meet their basic needs.

In Sweden, we work to help vulnerable people and support communities in local crises all over the country. In other parts of the world, we operate via our sister-societies to strengthen the ability of societies and people to face crises and disasters. We focus in particular on countries affected by long-term conflicts and disasters.²

We always work from a broad base of volunteers with strong local knowledge and presence. This means that we are present both before and during a disaster and will not disappear once a crisis or disaster is over. Because of our constant presence, we can work in a preventive and long-term manner, which is the most effective way of relieving the effects of a disaster.

Our focus is on the vulnerable

Our local network gives us a unique opportunity to reach vulnerable people in different parts of the country and the world. Our influence always builds on the experiences from our day-to-day work, which makes us credible and gives us greater opportunity to effect change.

Our focus is always on the vulnerable. Our task is to discover, demonstrate and influence. We respond to problems we perceive to change society in a new and improved direction. This can involve everything from legislative changes to changing attitudes and behaviour.

The Swedish Red Cross does not take sides on party political issues, but many of the issues we raise are political. We therefore have regular contacts with the government, ministries and authorities. We also cooperate with other organisations and networks when we believe that this will be of benefit to the issues we are working on.

Significant events during the financial year

There are over 65 million refugees in the world. A large majority are refugees within their own countries. There are 11 million refugees from the war in Syria. Others are fleeing war and conflict in, for example, Iraq, Afghanistan, Somalia, South Sudan and Eritrea.

When the number of refugees who arrived in Europe and Sweden increased drastically in 2015, Swedish people showed commitment

¹ This report includes the activities that are mainly performed in the Swedish Red Cross offices in Stockholm, Göteborg, Malmö and Umeå, the Red Cross People's High School and the Red Cross treatment centres for those injured in war or by torture in Malmö, Skövde, Skellefteå, Uppsala and Göteborg. It does not however include the separate juridical persons represented by the Swedish Red Cross local societies (branches), the Red Cross Youth Federation, the associated Red Cross Home foundation, other associated foundations or the Red Cross centre for tortured refugees in Stockholm, all of which present their own separate annual reports or annual financial statements.

² As well as providing support in a number of disasters around the world in 2016, the Swedish Red Cross had closer cooperation with the following 12 countries: Afghanistan, Iraq, Palestine, South Sudan, Liberia, Sudan, DR Congo, Somalia, Ethiopia, North Korea, Bangladesh and Myanmar.

REPORT OF THE CENTRAL BOARD OF DIRECTORS

to supporting the refugees. At the same time, a lot of people became increasingly worried about how refugees and migrants would be integrated. In 2016, Sweden introduced stricter border controls, and a new law granted refugees temporary residence instead of permanent residence. As a result, the number of asylum seekers dropped dramatically. Overall, around 29 000 individuals applied for asylum in Sweden in 2016, which is comparable to the level in 2009. Despite the reduced number of asylum seekers, the Swedish Red Cross saw a continued significant need for support of new arrivals and asylum seekers around the country in 2016. Over the year, around 300 branches had operations at or in connection with asylum accommodation throughout Sweden and around 80 branches provided assistance to unaccompanied children from Gällivare in the north to Vellinge in the south. In connection with the special government grant we received in 2016 for assistance to asylum seekers and establishment of new arrivals, 5,700 volunteers carried out activities for new arrivals with a total of over 120,000 participants.

In Europe, the possibility of fleeing over the border between Turkey and Greece was taken away in March 2016 as a result of an agreement between the European Union (EU) and Turkey. At the same time, the border controls on the Mediterranean were sharpened. The Red Cross continued to assist refugees in refugee camps and along the escape route, for example on the ship Responder in the Mediterranean sea. The number of people who attempted to get from North Africa to Europe by boat was significantly lower than previous years, but never before have so many refugees drowned in the Mediterranean sea as in 2016. According to the UNHCR, 5,022 people drowned.

The Swedish Red Cross criticised the EU's restrictive refugee policy and the government of Sweden for conducting a similar policy. The Swedish Red Cross meant that the interim law on temporary residence permits and restricted family reunification breaks families apart. In a high profile campaign, the Swedish Red Cross called for the government to scrap the law, instead of families. Increasing numbers of asylum seekers and new arrivals in Sweden feel insecure and uncertain. In a unique research report, *New arrivals and asylum seekers in Sweden – a study on mental illness, trauma and living conditions*, the Red Cross established that nearly all asylum seekers from Syria had experienced torture. The need for support of both refugees and new arrivals in Sweden will continue to be great in the future.

Below are details of some of the significant events during 2016, with examples of the specific outcomes and impact, as well as how the Swedish Red Cross has promoted its purpose of preventing and relieving human suffering.

Assistance in the Mediterranean sea

In the summer of 2016, the Swedish Red Cross contributed SEK three million and one delegate in support of a rescue action for migrants in the Mediterranean sea - the ship Responder. This effort is a collaboration between the Red Cross and the organisation Migrant Offshore Aid Station (MOAS). The ship Responder operates in international waters between North Africa and Italy in the hope of rescuing over 1,000 persons monthly.

Continued great need for aid in Syria

After more than six years of civil war, the situation in Syria continues to be extremely serious. The Red Cross has been present in Syria since the start of the conflict. The international Red Cross and Red Crescent movement has earned a lot of trust in the country and is one of the few organisations that is able to work in Syria, where more than 13.5 million people need emergency aid. The movement implements over half of all UN-led relief efforts in the country. The violence in Syria complicates the relief efforts and both volunteers and employees are risking their lives to make sure help arrives. Every month, the Red Cross and Red Crescent movement provides five million people with

food, clean water, tents, blankets, mattresses and toiletries, as well as healthcare and psychosocial support.

Healthcare and relief work in the line of fire

In September 2016, one of the Red Cross and Red Crescent movement's aid convoys was bombed outside Aleppo in Syria. The convoy was due to deliver food for 70,000 distressed persons. Twenty individuals were killed, including one employee of the Syrian Red Crescent. Earlier in the year, four healthcare establishments in Aleppo were bombed. Both medical workers and patients were killed. According to a survey carried out by the International Red Cross and Red Crescent Committee (ICRC), in the period 2012-2014, 1,933 medical workers were attacked, of which 262 were from the Red Cross and Red Crescent movement in eleven countries. During the more than six years long Syria conflict, over 60 Red Cross and Red Crescent volunteers and employees have been killed. This year, the Swedish Red Cross organised a parliamentary seminar with representatives from the government and several parliamentary parties to highlight the situation. In a campaign to inform the public, an ambulance that was shot to pieces was displayed in several places around the country.

Support to unaccompanied minors

To ensure the right of unaccompanied minors to be in touch with their parents and close relatives and to be reunited with their nuclear family, guardians of unaccompanied minors need knowledge and training. The Swedish Red Cross has offered this for many years, and demand has been great. To streamline the work, collaboration with the official guardians started in May 2016. During the year, training regarding the rights of unaccompanied minors was provided in eleven municipalities.

Training materials on trauma and torture

In collaboration with the Swedish Association of Local Authorities and Regions (SKL), the Red Cross has prepared training materials on trauma, torture and appropriate responses. The material is aimed at employees of county councils and municipalities. It concerns mainly primary healthcare staff, but can be used by other staff who meet refugees and asylum seekers in their work. The Red Cross has previously provided training to these professional groups, but as of 2015, demand has increased. All materials with topics for discussion are available on SKL's website under Mental Health.

Hotline against violent extremism wound down

In November 2015, the Swedish Red Cross was commissioned by the government to operate a hotline against violent extremism. The hotline was a pilot project and was aimed at a broad target group of worried relatives, schools, municipalities and county councils. The project was originally intended to continue until June 2016, but was extended by the government until January 2017. In January 2017, the Red Cross ended its involvement in the project. This is not the first time the Red Cross has initiated a project which has later been taken over by other sectors in the society.

Red Cross sharp criticism of refugee policy

In the spring of 2016, in a stern opinion addressed to the government, the Swedish Red Cross criticised the interim law on restrictions on the possibility of residence permits introduced in July the same year. Among others, the law provides for introduction of temporary residence permits as a main rule, and a limited right to family reunification. Before the law came into force, the Swedish Red Cross implemented an information campaign about the law and its consequences. The campaign consisted among others of two short films and a high profile event in Almedalen. The campaign *Scrap the law. Not families.* was nominated for a range of awards during the year.

The Central Board of Directors convenes an Extraordinary General Assembly 2017

Anna Carlstedt resigned as Chairperson of the Swedish Red Cross in October 2016 following upon which the Central Board of Directors of the Swedish Red Cross convened an Extraordinary General Assembly in Stockholm on 6 May 2017, in order to elect a new Chairperson. The Central Board of Directors initially appointed Katarina Struwe Orleifson and subsequently Bo Hermansson as Chairperson until the date of the General Assembly. Katarina Struwe Orleifson and Hala Mohammed were appointed as Vice Chairpersons.

New Secretary General

Anders Danielsson assumed the position of Secretary General of the Swedish Red Cross in December 2016. Anders Danielsson was previously Secretary General of the Swedish Migration Agency and has also held the position of Director General of the Swedish Security Service. Anders Danielsson succeeded Ulrika Årehed Kågström who had served as Secretary General since 2010.

Great trust in the Swedish Red Cross

In the annual Media Academy survey of public trust in government agencies, companies and media, 53 percent of Swedes expressed confidence in the Swedish Red Cross, which ranked tenth in the survey. This is an increase in 11 percentage points since 2013.

Monthly donations increased to over 100 million.

The Swedish Red Cross made it possible to support the operations of the organisation by way of donations in 2012. Since then, the number of donors and collected funds has quadrupled. In 2016, monthly donors supported the operations of the Red Cross in relation to distressed persons with SEK 102 million. This type of regular donation is very important for the long-term efforts of the Red Cross to prevent and relieve distress in disasters globally.

Corruption

Corruption is a reality and is something that the Swedish Red Cross always has to face. Over the year, corruption or suspected corruption has been identified in Bangladesh, Haiti, Liberia, Madagascar, Myanmar, Sierra Leone and Ukraine. The Swedish Red Cross has a zero tolerance approach to corruption. On the other hand, if corruption is detected, this does not have to mean the end of cooperation, although it must always be reported and dealt with. In all corruption cases during the year, the Swedish Red Cross took appropriate steps, in consultation with the International Federation of Red Cross and Red Crescent Societies (IFRC) or the relevant national Red Cross or Red Crescent society. Other affected parties and funding bodies have also been consulted, such as Sida and Radiohjälp. Internationally, a corruption investigator has been appointed at the IFRC in Geneva to assist the Swedish Red Cross with suspected corruption. The Swedish Red Cross long-term work with Uganda's Red Cross was dormant in 2016 due to a previous corruption case which had not yet been closed.

About the organisation

Members and employees

Personal commitment is the life blood of the Swedish Red Cross. At the end of 2016, the Swedish Red Cross had around 121,000 (121,000) members. The fall in membership in recent years has been slowed through successful initiatives, such as offering membership to those who become monthly donors as well as continuing to offer membership to those who attend Swedish Red Cross training courses. In addition, communication has been adapted to target groups to a greater extent than before.

Work was performed by volunteers and elected representatives at 876 (909) local Red Cross branches. Branches join forces with other

geographically adjacent branches and this makes local Red Cross activities more efficient by having a single branch that supports more volunteers. Work is also performed by 365 (347) employees at offices in Göteborg, Malmö, Stockholm and Umeå and treatment centres for those injured in war or by torture in Skövde, Malmö, Uppsala, Skellefteå and Göteborg. The increased number of employees has mainly affected the Swedish Red Cross operations within establishment and migration, among others treatment of those injured in war or by torture at our treatment centres, as a result of the increased need for assistance of the many new arrivals that Sweden received in autumn 2015.

During the year, 59 (73) delegates participated in 51 (85) foreign assignments for the Swedish Red Cross, the International Federation of Red Cross and Red Crescent Societies and the International Red Cross and Red Crescent Committee.

Working conditions at the Swedish Red Cross are adapted to the varied physical and mental circumstances of the employees. The Secretary General is responsible for a yearly review and action plan for the working environment. During the year, an organisational review was carried out as a consequence of the decision taken in 2015 by the General Assembly on a new strategic focus and humanitarian strategy. Both comprise national as well as international operations. The review led to a decision on a new organisation that was staffed in autumn 2016 and was implemented from 1 January 2017.

Employment conditions for Swedish Red Cross employees are mainly regulated by a collective agreement between IDEA (the employers' federation for non-profit organisations), Unionen and Akademikerförbunden. Employees at the Red Cross People's High School are covered by a pay agreement between IDEA and SFHL (the Swedish People's High School Teachers' Association).

Diversity

For the Swedish Red Cross, diversity is about the fact that all people, based on their prerequisites and motivations, have the same opportunities to engage and be included in Swedish society. Diversity is also about finding the right skills and employees when recruiting, which is something that the Swedish Red Cross is actively working on. We are convinced that diversity is a crucial factor if we are to continue to be a relevant force in the local community. In terms of our employees, we reflect Swedish society relatively well, although there is still much to do with regard to elected representatives in terms of ethnic diversity, as well as age and gender distribution. Increasing diversity and better reflecting the Swedish population in the country's local branches are areas of priority of the Swedish Red Cross strategy.

Financial results and position

Financial result for the year

The Swedish Red Cross shows a negative financial result for the year of SEK -37 (+51) million. The negative result is primarily a result of major efforts in connection with the increased migration in the Middle East, Europe and to Sweden during the year. Some of this work was financed by way of donations collected for refugees in autumn 2015. The Red Cross aims, over time, to allocate all revenues to efforts for our target groups.

Operating profit/loss for the year amounted to SEK -84 million (-17 million). The financial result and the operating result for the year fall short of SEK 19 million against the budget for the year, where the budgeted result was -65 million, as a result mainly of major efforts in connection with the increase in migration. Neither the needs nor the final surplus from the fundraising 2015 for the benefit of refugees were known when the budget for 2016 was confirmed.

Income

In 2016, the Swedish Red Cross's income decreased by -9 per cent (+18 percent) and amounted to SEK 697 (765) million. Of this, operating income amounted to SEK 652 (697) million and profit from financial investments SEK 46 (68) million.

The vast majority of the Swedish Red Cross's operating income is from donations and contributions, at SEK 294 (363) million and SEK 321 (304) million, respectively. In addition, the organisation receives membership income of SEK 14 (14) million, sales income from donated goods of SEK 5 (4) million and other income of SEK 17 (12) million.

Donations are mainly from private individuals, through monthly donation, acute fund raising, campaigns, local Red Cross branches and funding from the Postal Code Lottery. Donations in 2016 amount to SEK 294 (363) million and make up most of the total funds raised, which in addition to donations also include contributions, with SEK 25 (36) million from Radiohjälpen, for example. Total collected funds for 2016 thus amounted to SEK 319 (399) million. Fundraising revenues can vary greatly from year to year as a result mainly of acute disasters getting a lot of media attention. This is also the main reason why collected funds have decreased compared to 2015 when the refugee situation in Europe and the enormous media attention to which this gave rise to resulted in large fundraising revenues. The Swedish Red Cross has had a stable growth in fundraising revenues over the last five years. This is mainly due to strong growth of regular donations, which amounted to SEK 102 (77) million in 2016. At year-end, the Swedish Red Cross had 80,841 (68,976) monthly donors.

Of the total fundraising of SEK 319 million, SEK 65 (71) originates from the local Red Cross societies in Sweden.

Fundraising 2016–2014	2016	2015	2014
Total fundraising, SEK million	319	399	272

Contributions come almost exclusively from Swedish public bodies, the largest being Sida's contribution to our international activities of SEK 192 (212) million. The reduction compared to last year is mainly due to smaller allocations for, among others, Syria.

Financial income for the year amounted to SEK 46 (68) million, of which SEK 16 (34) million represents capital gains and SEK 30 (34) million relates to dividends and interest on managed assets.

Costs

The total costs for the year amounted to SEK 735 (714) million, of which SEK 619 (603) million constitutes costs related to a specific purpose and SEK 116 (111) million costs of fundraising, membership and administration.

As of 2016, the operations of the Swedish Red Cross are divided into activity areas. In 2012-2015, the operations in the annual report were divided into major areas of activity. An overview of how costs related to a specific purpose, fundraising and administrative costs are distributed over activity areas or regions is available in Notes 6, 7 and 8 of the income statement.

Costs relating to a specific purpose

The costs relating to a specific purpose of SEK 619 (603) million are distributed over around 20 different regions and activity areas. The international operations represent SEK 352 (382) million, of which the Syria crisis is the largest individual activity area with costs of SEK 64 million. Emergency relief has been provided in among others Myanmar, Haiti and Iraq. Preventive efforts to lessen the effects of disasters have been focused on prioritised countries where we have worked for many years with these types of initiatives, among others in Bangladesh, Afghanistan and Somalia. The major efforts by country in 2016 are:

Country of operation	Cost (SEK 000)
Syria	63,697
Bangladesh	19,187
Afghanistan	16,724
Myanmar	15,920
Somalia	15,763
Iraq	15,318
North Korea	14,103
Liberia	11,540
The Democratic Republic of Congo	9,558
Sudan	9,542

The national operations constitute SEK 235 (185) million of the costs relating to a specific purpose, distributed over twenty or so different activity areas. The largest areas of activity are Treatment of those injured in war and by torture SEK 55 million, Support for refugees SEK 41 million and Migration and reduced isolation SEK 21 million. The increase of costs relating to a specific purpose by 27 percent is due, exclusively, to increased efforts for refugees and in establishment and integration.

The overall costs relating to a specific purpose of SEK 32 (35) million relate to overall efforts mainly in communication.

Fundraising and administration

Total fundraising costs for the year were SEK 82 (73) million. The increase compared to last year is a result mainly of increased costs of recruiting monthly donors and fundraising from individuals through, for example, the development of our web-based gift-shop.

The costs of administration and membership administration amounted to SEK 34 (38) million, a decrease of 11 per cent compared with 2015. The decrease is due mainly to the General Assembly held in 2015 which resulted in unusually high administration costs.

In total, costs for fundraising, administration and membership administration amounted to SEK 116 (111) million, an increase of 4 per cent compared with 2015.

Key ratios

The Swedish Red Cross constantly monitors a number of key figures and ratios, mainly with the intention of providing a picture from several perspectives on the capacity and room for flexibility we have on the basis of our income flow and reserves.

Monitoring organisation Svensk Insamlingskontroll's key ratio of the proportion of total income – as a percentage – used to cover fundraising and administration costs was 17 (15) per cent in 2016. The increase compared with the previous year is mainly due to low revenues in 2016 from emergency fundraising while 2015 was a year with exceptionally large emergency fundraising because of the media attention around the refugees crisis.

Total equity divided by operating costs is a measurement of our capacity to maintain activities in the event of a reduction in income flow or a temporary increase in the needs of society. This key ratio was 1.4 (1.5) in 2016 and thus above the level that we judge to be necessary to ensure an adequate response capability and room to manoeuvre.

The number of regular monthly donors is an important key figure for our income and at the end of 2016 amounted to 80,841 (68,976). This means that the strong growth we experienced over several years continued in 2016. The growth in regular donors in recent years is a direct result of major investments made in this area.

Asset management during the year

At the end of 2016, the market value of the Swedish Red Cross's total managed capital was SEK 1,101 (1,029) million. During 2016, financial investments gave a total realised return of SEK 46 (68) million. This is made up of capital gains of SEK 16 (34) million, dividends of SEK 21 (21) million and interest of SEK 9 (13) million. At the end

of 2016, the market value exceeded the book value by SEK 70 (43) million.

The total return on the managed capital in 2016 amounted to 4 (7) per cent. At year end, 51 (51) per cent of the capital's market value was in share investments, 37 (41) per cent in interest-bearing investments and 12 (8) per cent in alternative investments.

Investment policy – purpose and goal

The Swedish Red Cross's financial investments are managed by a finance committee with the aid of an external manager via an agreement for so-called discretionary management. The Swedish Red Cross strives for a long-term good return on capital, with a balanced risk. The asset management complies with the investment policy of the Swedish Red Cross, which was adopted by the Central Board of Directors. The purpose of this is to provide rules and guidelines for the total management, including investment strategy, organisation and distribution of responsibility, risk monitoring and control and reporting and monitoring of results. The investment policy is continually reviewed and includes ethical investment rules with restrictions on among others weapons and the production of pornography, as well as companies whose main focus is extraction of fossil fuels.

It is of great importance to the Swedish Red Cross to achieve an even and predictable distribution of funds from financial investments. The long-term distribution of funds must be at a level that keeps the real value of the capital intact over time.

Future development

The world around us is in constant change. Human vulnerability and commitment and the challenges in our society are changing. The Red Cross addresses change in the world around us by constantly developing activities and working methods. This is what we have always done.

The Swedish Red Cross project Future 2020

Following a decision at the Swedish Red Cross General Assembly 2015, the organisation prepared documents in 2016 in support of creating a more effective Red Cross, ready to face the challenges of the future.

The project has identified the following trends:

Difficult and complex conflicts and a continuing urbanisation

The humanitarian needs increase as a result of increasingly complex conflicts which are difficult to resolve. At the same time, the proportion of the global population that live in cities is increasing. Sparsely populated areas are facing an ageing population. Increasing needs for a more global sustainability effort and for working more to prevent disasters.

Digitisation

New technology offers new ways of involving volunteers, of collecting and spreading information while more people are able to make their voices heard. An organisation that is not able to work efficiently with digital channels loses a significant part of the commitment available today.

Integration and migration

The attitudes of both politicians and the general public in relation to migration are becoming tougher. Xenophobia is increasing and migration policies are becoming more restrictive. Fewer people are expected to seek asylum in Sweden, but more people are expelled and placed in detention pending expulsion. The expectations in relation to integration are increasing.

Increasing gaps

The divisions between the rich and the poor are increasing. Increasing numbers of people in socio-economically disadvantaged areas are excluded. The Swedish population is ageing, and demand for elderly care and social services are expected to increase.

The changing role of the government

It is becoming a greater challenge for governmental agencies to not only save lives, but also to create security and prosperity. Several researchers in civil society foresee a development where members of civil society will increasingly take over the responsibility for welfare from the government.

The individual's involvement

In an era where we are seeing a rise in the number of humanitarian aid organisations, it is becoming increasingly important to meet the wishes of the volunteers. More and more volunteers also wish to be involved beyond the traditional association activities and to be able to carry out more spontaneous and short-term volunteer work.

Companies and philanthropists

Today, many people expect the private sector to be involved in charity. Those who do not risk losing their customers. There is also a tendency for companies to donate staff working hours rather than money.

New organisational structures

People want to be creative and flexible to an increasing extent both in their leisure time and at work. Increasing numbers of companies do away with hierarchies and encourage increased dialogue, decision-making and learning throughout the entire organisation. Staff are able to work with a higher degree of freedom under responsibility.

The Swedish Red Cross strategy

The Swedish Red Cross in the world

In our international activities, we must have a higher level of ambition and reach more people who are vulnerable. The effect of our efforts in the world must become greater. To achieve this, we need to strengthen our own and the International Red Cross and Red Crescent movement's ability to cooperate and to reach those at risk in disasters and conflicts.

We must also help strengthen national sister societies in countries where the population has been living with acute disaster for a long period. We need to contribute greater resources to the movement's international crisis initiatives, for example, provide competent expertise for water and sanitation initiatives, and volunteers who can act in a crisis.

The Swedish Red Cross in Sweden

In Sweden, we need to increase our efforts to help both more people who are highly vulnerable and more refugees, among other actions through having a presence at refugee reception centres.

We also need to strengthen our own and society's ability to deal with various types of crisis. Our ability to act in crises big and small is based on being able to quickly gear up our local human support to action in a crisis. We achieve this through collaboration and cooperation between local Red Cross branches, across local and regional boundaries and with society at large.

We also need to increase our ability to attract, welcome and recruit more Red Cross workers, so that the Red Cross reflects the Swedish population and is thus able to be of greater benefit.

Together, we are a strong organisation of people who work effectively together to prevent and relieve human suffering in Sweden and worldwide.

Key ratios 2012-2016

Conventional key ratios	2016	2015	2014	2013	2012
Net profit/loss (SEK 000)	-37,462	50,626	3,992	17,557	11,484
Operating income (SEK 000)	651,543	696,601	540,948	601,339	544,124
Equity (SEK 000)	1,004,831	1,042,293	991,667	987,675	970,120
Balance sheet total (SEK 000)	1,140,385	1,243,698	1,084,007	1,070,019	1,288,370
Equity ratio (%)	88	84	91	92	75
Average number of employees ¹⁾	365	347	323	272	254

Key ratios related to operations	2016	2015	2014	2013	2012
Members	121,049	121,277	124,707	134,557	147,775
Monthly donors	80,841	68,976	53,400	32,000	22,800

Industry-specific key ratios	2016	2015	2014	2013	2012
Funds raised / operating income (%) ²⁾	49	57	50	48	39
Grants from Sida/ operating income (%) ³⁾	30	30	34	36	42
Fundraising, administration and membership costs / total income (%) ⁴⁾	17	15	19	16	14
Equity / total operating costs ⁵⁾	1.4	1.5	1.5	1.6	1.7
Funds for specific purposes / total equity (%) ⁶⁾	32	34	35	39	41

¹⁾ The average number of employees has been calculated for each year based on the annual working hours for the year. The strong increase in the number of employees over the recent five year period is due to a general growth in operations that has affected basically all divisions in the organisation. A major part of the increase is explained also by the fact that we have built our own donor recruitment organisation, which is staff-intensive.

²⁾ Shows the proportion of operating income that comes from donors (general public, branches, legacies, companies, etc.).

³⁾ Shows the proportion of operating income that comes from Sida.

⁴⁾ Shows the part of total operating income - as a percentage - used by the Swedish Red Cross to cover fundraising, administration and membership costs. ((Fundraising costs minus sales costs plus administration costs and membership costs) divided by the total of (total operating income minus sales costs plus interest income and share dividends minus interest costs).) The key ratio for 2015 has been adjusted based on the changed principles made in 2016 in relation to administrative and fundraising costs, the key ratios for 2012-2014 have not been adjusted.

⁵⁾ Payment contingencies; shows how many years equity can finance the costs of our activities.

⁶⁾ Shows the proportion of equity that is earmarked, i.e. where the donor or the board has specified the purpose for which the money is to be used.

In 2016–2019 we will provide effective help to:

- Reach people in acute crisis and distress, at home and in the world, with efforts that meet their needs.
- Strengthen people's and society's ability to withstand crises and to recover afterwards.
- Reduce the risk of people and society being affected by crises and disasters.

Substantial risks and uncertainty factors

The major operational risks and uncertainty factors in the international operations of the Swedish Red Cross are security risks, corruption risks and risks relating to limited access to the geographical areas where aid is needed. For all of these, the main risk lies in the serious consequence they have in the form of us having to cancel or limit planned aid as a result of a too difficult security situation or suspected corruption or serious shortcomings in the internal control of our partner associations. The same risks also occur in the national operations, although to a smaller extent. A critical factor for the Swedish Red Cross operations is that there is confidence in the organisation. Confidence affects our financing from the general public to a very great extent, and confidence also affects our possibilities of implementing initiatives in Sweden. We track confidence carefully through various types of measurements and we know that we have strengthened confidence in the organisation significantly over the last five years and that, overall, we enjoy a high level of public confidence. We also know that we are significantly more sensitive than many similar organisations in terms of confidence and that confidence in us is also negatively affected by events that affect other aid organisations.

Appropriation of net earnings for the year

Earnings for the year and the financial position of the Swedish Red Cross are stated in the Report of the Central Board of Directors and the following income statement and balance sheet with accompanying notes to the accounts and accounting policies.

The Swedish Red Cross does not aim to report a surplus, instead we endeavour to make the best use of income for appropriate actions based on operational focus and statutes. The aim is for the donors' funds to be used for activities as quickly as possible. Some years nevertheless report a surplus, which means that the funds have not been used for activities in the current year. This may be, for example, because a disaster occurs at the end of a year and fundraising activities provide income before year-end, while activities are carried out both before and after year-end.

The organisation must have a minimum sum at its disposal in order to be able to ensure in a credible manner the organisation's long-term obligations, stability and survival. According to the definition of the Agency for Volunteer Fundraising Organisations (FRII), equity (excluding permanent donation funds) must equal at least one year's operating costs. The equity of the Swedish Red Cross for 2016 is equivalent to operating costs for around 1.4 years.

Appropriation of earnings for the year

Thousand Swedish kronor (SEK 000)	2016
Earnings for the year according to the Income Statement	-37,462
Reservation of funds raised for specific purposes which have been received but not used during the year	-7,705
Utilisation of funds raised for specific purposes from previous year and non-restricted provisions in accordance with decisions of the Central Board of Directors	41,981
Sum remaining for the year	-3,186

INCOME STATEMENT

(SEK 000)	Note	2016	2015
Operating income			
Membership subscriptions		13,764	13,757
Donations	2	294,456	362,891
Contributions	2	321,432	303,625
Net sales		4,627	3,944
Other income	3	17,264	12,384
Total operating income		651,543	696,601
Operating expenses			
Costs relating to a specific purpose	4, 5		
	6	-619,204	-602,811
Fundraising	7	-81,914	-73,105
Membership and administration	8	-34,040	-38,050
Total operating expenses		-735,158	-713,966
Operating profit/loss		-83,615	-17,365
Income from financial investments			
Income from securities and receivables held as non-current assets	9	45,908	67,880
Other financial income and expenses	10	245	111
Total income from financial investments		46,153	67,991
Financial result for the year	11	-37,462	50,626
Appropriation of earnings for the year			
Earnings for the year according to the Income Statement		-37,462	50,626
Reservation of funds raised for specific purposes which have been received during the year but which have not been used during the year		-7,705	-36,198
Utilisation of funds raised for specific purposes from previous year and non-restricted provisions in accordance with decisions of the Central Board of Directors		41,981	19,730
Sum remaining for the year		-3,186	34,158

BALANCE SHEET

(SEK 000)	Note	31 / 12 / 2016	31 / 12 / 2015
ASSETS			
Fixed assets			
<i>Intangible assets</i>			
Capitalised expenses, business system	12	18,055	25,522
		18,055	25,522
<i>Property, plant and equipment</i>			
Buildings and land	13	2,013	2,065
Equipment	14	3,989	2,437
		6,002	4,502
<i>Financial assets</i>			
Long-term securities	15	1,031,199	986,224
Shares in group companies	16	100	100
Other shares and participations	17	775	775
Non-current receivables		0	13,500
		1,032,074	1,000,599
Total non-current assets		1,056,131	1,030,623
Current assets			
Goods for resale		1,002	987
Trade receivables		5,419	10,639
Other receivables		20,639	7,981
Deferred expenses and accrued income	18	19,671	23,122
		46,731	42,729
Cash and cash equivalents	19	37,523	170,346
Total current assets		84,254	213,075
TOTAL ASSETS		1,140,385	1,243,698
EQUITY AND LIABILITIES			
Equity			
Basic capital		305,066	305,066
Permanent donation funds		267,802	267,802
Funds reserved by donors for specific purposes, national		8,273	25,394
Funds reserved by donors for specific purposes, international		18,662	39,356
Funds reserved by donors for specific purposes, disasters		29,860	26,321
Capital brought forward		375,168	378,354
		1,004,831	1,042,293
Current liabilities			
Trade payables		25,590	40,998
Liabilities regarding received, unused contributions	20	55,059	77,903
Liabilities regarding decided, unpaid contributions		1,814	1,693
Other liabilities		12,553	43,886
Accrued expenses and deferred income	21	40,538	36,925
		135,554	201,405
TOTAL EQUITY AND LIABILITIES		1,140,385	1,243,698

CHANGE IN EQUITY

(SEK 000)	Basic capital	Permanent donation funds ¹⁾	Funds reserved for specific purposes ²⁾			Capital brought forward	Total equity
			National	International	Disaster		
Opening balance 2016	305,066	267,802	25,394	39,356	26,321	378,354	1,042,293
Funds reserved by donors for specific purposes	–	–	–	4,166	3,539	–7,705	0
Use	–	–	–17,121	–24,860	–	41,981	0
Financial result for the year						–37,462	–37,462
Closing balance 2016	305,066	267,802	8,273	18,662	29,860	375,168	1,004,831

1) Returns from the permanent funds are calculated using the repo rate and allocated to the respective purposes in accordance with the donor's directions.

2) Funds reserved for specific purposes "international", "national" and "disaster" include funds donated with various directions for use covering a broad spectrum of purposes. These purposes are included in the Swedish Red Cross's activities but it has not been possible to use the funds to finance activities during the year in which the donation was received. Funds reserved for international purposes are funding for the Swedish Red Cross's general international work in various parts of the world, but also for specific initiatives such as the Syria crisis and EU-migrants. Funds reserved for national purposes comprise mainly regional funds for operations in the activity areas health and social participation. Funds reserved for disaster purposes are funding for aid in the event of disasters and for preparing emergency disaster response.

CASH FLOW STATEMENT

(SEK 000)	2016	2015
Current activities		
Operating profit/loss	-83,615	-17,365
Adjustment for items not included in cash flow etc.		
Depreciation	8,933	7,640
Interest received	9,130	13,802
Dividends received	20,786	21,068
Interest paid	-142	-260
Cashflow from current activities before changes in working capital	-44,908	24,885
Cash flow from changes in working capital		
Change in inventories	-15	154
Change in trade receivables	5,220	-8,080
Change in other receivables	4,293	8,407
Change in trade payables	-15,408	16,737
Change in current liabilities	-50,443	92,328
Cash flow from operating activities	-101,261	134,431
Investment activities		
Investments in intangible non-current assets	-109	-6,257
Acquisition of property, plant and equipment	-2,857	-1,807
Investments in financial non-current assets	-389,000	-357,154
Sale of financial non-current assets	360,404	356,724
Cash flow from investing activities	-31,562	-8,494
Cash flow for the year	-132,823	125,937
Change in cash and cash equivalents		
Cash and cash equivalents at the beginning of the year	170,346	44,409
Cash flow for the year	-132,823	125,937
Cash and cash equivalents at year-end	37,523	170,346

NOTES

Thousand Swedish kronor (SEK 000)

Note 1. Accounting and valuation policies

The accounting and valuation policies of the Swedish Red Cross comply with the Swedish Annual Accounts Act, the Swedish Accounting Standards Board's general guidance 2012:1 (K3) and the governing guidelines for annual reporting of the Agency for Volunteer Fundraising Organisations (FRII), unless otherwise stated. The accounting principles are unchanged compared to last year, except for minor adjustments in relation to categorisation of costs as costs for special purposes and administration costs.

Income statement

Operating income

Revenue is recognised at fair value. Only the inflow of economic benefits that the organisation has received or will receive for its own account are recognised as income.

Membership subscriptions

Membership subscriptions are paid in their entirety to the Swedish Red Cross. Half of the membership payment is recognised as income in the income statement and the other half as a liability due to the Swedish Red Cross local societies (branches). Membership subscriptions are recognised as revenue in the accounting period to which they relate.

Donations

A transaction whereby the organisation receives an asset or a service, which has a value, without providing equivalent value in return is a donation or a received contribution. If the asset or service is received because the organisation has met or will meet certain conditions, and the organisation has an obligation to repay the counterparty if the conditions are not met, this is a received contribution. If it is not a contribution, it is a donation. Revenue in the form of donations is recognised as a general rule when the donation is legally made.

Donations are mainly funds raised from private individuals, companies and organisations. Donations are normally recognised on a cash basis but if a donation refers to a specific period of time, the donation is accrued over this period through provisions for funds reserved for specific purposes in equity. To the extent there are donations from companies and organisations that have been agreed but not received on the balance sheet date, these are recognised as revenue following an individual assessment. Donations received are recognised net, i.e. after deduction of the direct costs incurred on the sale of an asset.

Donations in the form of assets donated to the Swedish Red Cross, particularly real estate and other securities, are measured at the fair value at the time of the donation. The asset is reported as a current asset if the intention is for the asset to be sold as soon as possible and as a non-current asset if the intention is to keep the asset for at least one year.

Donations in the form of collected clothes and similar that are to be sold are recognised in net sales at the time of sale. Goods of negligible value compared to what is paid are recognised as a donation.

Donations in the form of pro bono services are not recognised as revenue. Further information is provided in Note 2.

Contributions

Contributions are recognised as revenue when the conditions for receiving the contribution have been met. Contributions received are recognised as a liability until the conditions for receiving the contribution have been met. This means that revenue recognition only takes place when it is probable that the contribution will not be reclaimed. Contributions that are forwarded to partner societies are also recognised as revenue where the Swedish Red Cross is responsible to the contributor.

Contributions are mostly cash from public bodies and include contributors such as Sida, the EU, the Swedish Inheritance Fund, other government authorities and institutions and local government, and also includes contributions from organisations such as Radiohjälpen and foundations.

Net sales

Net sales refers to sales revenue in shops from the sale of clothes, furniture, household items and similar, and are recognised when paid in cash or when invoiced. Net sales also include revenues for recycled textiles and revenues from the Red Cross centra shop.

Other income

Revenues that have no link to the Swedish Red Cross's primary activities are recognised as other income.

Operating expenses

Operating expenses include costs relating to a specific purpose, fundraising costs, membership costs and administration costs. For all activity areas, an assessment is carried out of the type of costs which the activity area constitutes, based on the FRII guidelines for annual accounts. Common expenses, such as costs for human resources support, IT, accounting, operations management, premises, office services, procurement and info service, are allocated using a distribution ratio between costs relating to a specific purpose, fundraising costs and administration costs.

Some adjustments of these distribution principles were made in 2016 in connection with the transition to areas of activity, which replaced the earlier division into operational areas. The adjustments entail that some costs, such as IT-costs and costs for Second Hand, are distributed differently between costs for specific purposes and administration costs compared to previous years. The comparative figures for 2015 in the notes to the income statement have been adjusted in accordance with the new principles for distribution.

The transition to areas of activity also entail that the notes to the operational costs are not specified differently, among others the international costs for special purposes are now specified geographically instead of thematically and the fundraising costs are specified in much more detail than previously.

Costs relating to a specific purpose

Costs relating to a specific purpose are costs that can be attributed directly to the Swedish Red Cross's mission in accordance with its statutes. This includes, among others, costs of staff employed to enable the performance of activities, both within and outside Sweden, as determined by the Board, as well as costs of an administrative nature that are a direct result of the commitments undertaken by the organisation in order to fulfil the purposes. The costs relating to specific purposes also include costs for forming public opinion and information activities relating to the work of the Swedish Red Cross. The monitoring, reporting and auditing of projects also constitute costs relating to a specific purpose. Costs relating to a specific purpose also include allocated costs for common support functions, which are distributed over the respective area of activity based on the share of the organisation's total FTE.

Fundraising costs

Fundraising costs are costs whose purpose is to generate external revenue in the form of donations and contributions from all donors, i.e. both private individuals and companies and organisations. This includes both existing donors and work to acquire new donors through campaigns, mailings and the maintenance of donor records. This includes, for example, costs of TV and radio commercials, printed matter, postage, advertising, information materials, fundraising materials, brand building, profiling and costs of staff who work with planning and implementing fundraising activities. Fundraising costs also include allocated costs for common support functions, which are distributed over the respective area of activity based on the share of the organisation's total FTE.

Membership costs

Membership costs are costs for the Swedish Red Cross's current and potential members. These costs include member retention, the members' magazine, member announcements, the recruitment of new members and the cost of the membership system. Membership costs also include distributed shared support costs.

NOTES

Cont., Note 1

Administration costs

Administration costs include costs associated with statutes and legal requirements, such as the Board, General Assembly, the preparation of the annual report and audit, as well as central management and planning. If a cost relates neither to a specific purpose, member retention/acquisition nor fundraising, it is allocated to administration costs. Administration costs also include the portion of the shared support costs not allocated to costs for a specific purpose, fundraising costs or membership costs.

Leases

All leases are recognised as operating leases and the lease payments are recognised on a straight-line basis over the term of the lease.

Employee benefits

Employee benefits in the form of salaries, social security contributions and similar are expensed as the employees render their services. Pension obligations are recognised as defined contribution and are expensed in the year in which the pension is earned.

Tax

The Swedish Red Cross is a non-profit society of benefit for the community and has limited tax liability.

Estimates and assessments

Estimates and assessments are dealt with under several separate headings in this note. A material assessment is the allocation of operational costs described under the heading Operational costs.

Balance sheet

Assets, liabilities and provisions have been valued at cost unless otherwise specified below. Receivables and liabilities in foreign currency are valued at the rate on the balance sheet date.

Intangible assets

Intangible assets are valued at cost less scheduled amortisation and any impairment. Intangible assets are amortised on a straight-line basis over their estimated useful lives.

The following depreciation periods are applied to intangible assets:

Capitalised expenses for business systems 5 years

Property, plant and equipment

Property, plant and equipment are valued at cost and are subject to scheduled depreciation over their estimated useful lives. If the useful life is less than three years and the cost is less than SEK 20,000, the asset is expensed immediately. According to the K3 regulation, property, plant and equipment must be divided into components that are depreciated separately. No material component groups have been identified among the fixed assets of the Swedish Red Cross. The following depreciation periods are applied to tangible fixed assets:

Buildings	50 years
Computers and computer equipment	3 years
Other equipment	3–5 years

Financial assets

The Swedish Red Cross's securities portfolio is classified as a non-current asset, as this is intended to be held for the long term. Financial assets are measured at cost plus direct transaction costs at the time of acquisition. Impairment testing takes place continuously in accordance with the lowest value principle. Impairment takes place if the market value falls below the cost and the reduction is considered to be permanent.

All assets held for the spreading of risk are considered part of a securities portfolio and are therefore treated as an item in the valuation according to the lowest value principle above. Unlisted holdings are not included in this portfolio valuation, but are valued item by item.

Current and non-current receivables

Current and non-current receivables are valued individually and recognised at the amount that is expected to be received.

Stocks of goods for resale

Goods for resale are valued on the basis of the first in first out principle, at the lower of cost and net realisable value on the balance sheet date. Goods destined for aid operations, such as water purification equipment, are valued at the lower of cost and fair value on the balance sheet date. Donated goods in the form of clothing, etc. intended for sale are recognised at a stock value corresponding to a maximum of SEK 25 per kilo.

Trade receivables

Trade receivables are valued individually at the amount that is expected to be received.

Liabilities for decided, unpaid contributions

Where the Swedish Red Cross has decided on the payment of contributions/support and notified the recipient, but has not executed the payment, this amount is recognised as a current liability.

Provisions

A provision is recognised when the Swedish Red Cross has a legal or constructive obligation as a result of past events and where we expect that a payment will be required to settle the obligations and the amount can be reliably estimated. Provisions are measured at the best estimate of the amount that will need to be paid.

Equity

The fact that the Swedish Red Cross is a non-profit society that exists for the benefit of all – without any desire for gain and without external owners – gives terms such as profit and equity a different meaning than in other legal forms, such as limited liability companies. Equity consists of the funds provided to the organisation for the fulfilment of its purposes, such as donations, which on the balance sheet date have not been paid out, where there is no legally binding obligation that is classified as a liability or provision.

Given the restrictions on the use of different funds, the following breakdown is made:

- Permanent donation funds: Capital that is restricted by the donor such that only the returns can be used.
- Funds reserved for specific purposes: The capital can be used but only for purposes specified by the donor or the board. These funds are normally used in the subsequent financial year. They include donations from fundraising for a specific purpose which have not yet been used. This also includes funds where the Red Cross's board has decided on the purpose.
- Capital brought forward: Capital consists mainly of capital gains and unused funds that have been provided to the organisation without any restrictions, as well as the organisation's surplus. Capital gains on the sale of securities and real estate are intended to act as a buffer against changes in the value of investment assets or the securities portfolio. If fund assets are deemed to be higher than is required for hedging purposes, the board may decide to make provisions for specific purposes. Unused funds that have been provided to the organisation without restrictions can be appropriated by the board, to be used in accordance with the statutes of the organisation and for the fulfilment of the organisation's purposes. Profit for the year, according to the income statement (before appropriation), is the difference between costs and funds received during the year. As stated in the definition of equity, there are also planned withdrawals from, and allocations to, various items within equity. The budget established by the board for each financial year always includes such a planned appropriation of equity.

Cash flow statement

The cash flow statement is prepared using the indirect method; in other words, it is based on the operating profit/loss. The reported cash flow comprises solely transactions that result in the inflow and outflow of funds.

Consolidated reporting

Consolidated financial statements have not been prepared because of the negligible significance of the subsidiary with regard to the requirement for a true and fair view, in accordance with Chapter 7, Section 5 of the Swedish Annual Accounts Act.

Note 2. Funds raised

Donations recognised in the income statement (SEK 000)	2016	2015
Funds raised		
General public, incl. PostkodLotteriet ¹⁾	188,539	201,372
Swedish Red Cross local societies	64,815	70,886
Legacies	14,695	35,083
Companies	23,061	48,059
Other external funds, foundations and other organisations	3,346	7,491
Total funds raised	294,456	362,891

¹⁾ This item includes SEK 25 (33) million from Postkodlotteriet.

Donations not recognised in the income statement

Pro bono received in 2015 and 2016 relates among others to computer licenses, PR-campaigns, advertising agency services, advertising space in printed media, rented cars, shop furnishings and collection containers for clothes.

Contributions recognised as income (SEK 000)	2016	2015
Funds raised		
Radiohjälpen incl. Världens barn	13,976	30,031
Companies and organisations	3,922	3,600
Other external funds, foundations	7,085	2,154
Total funds raised	24,983	35,785

Public contributions

Sida	192,405	211,995
Ministry of Culture	34,000	0
County councils	25,446	17,980
Swedish Civil Contingencies Agency	16,812	8,340
Folkbildningsrådet	9,873	8,867
Other contributions	4,733	2,114
Legal, Financial and Administrative Services Agency	3,295	3,875
Other government authorities	3,101	3,022
Municipal authorities	3,101	3,386
The National Board of Health and Welfare	3,100	1,200
Swedish Public Employment Service	546	888
EU	37	6,173
Total external contributions	296,449	267,840
Total contributions received	321,432	303,625

Total funds raised consists of the following (SEK 000)	2016	2015
Donations recognised in the income statement	294,456	362,891
Contributions recognised as income	24,983	35,785
	319,439	398,676

Donations and contributions that have been conveyed to other organisations (SEK 000)	2016	2015
The International Federation of Red Cross and Red Crescent Societies	200,639	238,150
The International Red Cross and Red Crescent Committee.	20,094	20,770
Other national Red Cross and Red Crescent societies	53,790	44,643
Red Cross Youth Federation and Red Cross College	17,620	8,322
Local Red Cross branches	15,977	3,324
Other associations in Sweden	7,167	382
Total amount operating grants to other organisations	315,287	315,591

Note 3. Other income

(SEK 000)	2016	2015
Course income	1,639	1,795
Property income	1,945	2,003
Healthcare services	3,750	3,824
Other operating income	9,930	4,762
	17,264	12,384

Note 4. Leases

The Swedish Red Cross primarily leases office space, as well as computers and other office equipment. Expensed lease payments in 2016 amounted to SEK 23,315,000 (22,921,000).

Future lease payments are due as follows:

(SEK 000)	2016	2015
Within 1 year	20,528	21,227
1–5 years	15,935	32,713
Later than 5 years	–	–
Total	36,463	53,940

The Swedish Red Cross also leases out premises.

Lease income recognised as revenue in 2016 amounted to SEK 1,874,000 (1,918,000).

Future lease income is due as follows:

(SEK 000)	2016	2015
Within 1 year	1,841	1,777
1–5 years	245	253
Later than 5 years	–	–
Total	2,086	2,030

Note 5. Number of employees, personnel costs and remuneration of the board

(SEK 000)	2016	2015
Salaries and other remuneration		
Board and Secretary General ¹⁾	1,932	1,916
Other employees	166,573	154,863
Total salaries and remuneration	168,505	156,779
Social security expenses (incl. pension costs) ²⁾	72,448	64,210
(of which pension costs)	24,076	20,360

The pension costs are in accordance with a collective agreement between IDEA (the Employers' federation for non-profit organisations), Unionen and Akademikerförbunden. Of the pension costs, SEK 360,000 (320,000) relate to the Secretary General.¹⁾

The Secretary General's remuneration amounts to SEK 93,000 per month. Pension is payable according to a collective agreement in force and a separate occupational pension with a premium payment of SEK 6,500 per month. The Secretary General is entitled to compensation in the form of severance pay for a period of 12 months if the employment is terminated by the Swedish Red Cross. No remuneration is payable during the notice period after the Secretary General has reached regular retirement age. Income earned in another employment or activity during the notice period shall be deducted. The Swedish Red Cross has the right to place the Secretary General on gardening leave, but the Secretary General must still be available to the Red Cross for such duties as the board deems appropriate.

Number	2016	2015
Board members on the balance sheet date	11	12
Women	6	7
Men	5	5
Average number of employees³⁾	365	347
Women	244	231
Men	121	116
Managers	25	32
Women	15	19
Men	10	13

¹⁾ During the year, Ulrika Årehed Kågström was Secretary General up to and including 31 August, Melker Måbeck was acting Secretary General in the period 8 July up to and including 30 November. On 1 December, Anders Danielsson took office as Secretary General. Anders Danielsson's appointment extends until and including 2021.

²⁾ No pensions are paid to the chair or the board members.

³⁾ The number of employees includes paid Red Cross teachers, but does not include other paid contractors. The average number of employees has been calculated on the basis of scheduled working hours for full-time work of 1,812 (1,858) hours.

NOTES

Note 6. Costs relating to a specific purpose

(SEK 000)	2016	2015 ¹
International		
Middle East and North Africa	100,229	97,008
Asia	85,065	93,789
East and South Africa	57,970	74,845
West and Central Africa	54,183	40,501
The rest of the world and overall international costs	54,861	75,686
International Total	352,308	381,829
National		
Treatment for war-wounded and tortured	54,647	48,576
Support of refugees	41,324	41,082
Migration and reduced isolation	21,075	15,520
Association and volunteer development	16,327	8,427
Dissemination of information, training and advocacy activities	15,702	11,498
Red Cross People's High School	15,646	13,886
National emergency response	14,275	15,826
Contribution to the Red Cross Youth Federation	12,306	8,000
Operating grants to Local Red Cross branches establishment/integration	11,888	765
First aid	11,472	10,978
Second Hand, textile recycling and support function for local Red Cross branches	9,710	9,715
Developing psychosocial support	5,826	1,214
Contribution to Red Cross College	5,000	0
National Total	235,198	185,487
Overall		
Communication (several areas of activity)	22,348	29,944
Information, membership and donor service	4,241	4,863
Coordination and resource development	5109	688
Overall total	31,698	35,495
Total	619,204	602,811

¹ Some principles for categorisation of costs based on purpose, fundraising and administration have been adjusted during 2016. The comparative figures for 2015 have been adjusted to reflect the same principles for cost categorisation that apply to 2016. Total costs relating to specific purposes for 2015 in these annual accounts therefore differ from the corresponding total in the annual accounts for 2015, where the total costs relating to specific purposes amounted to SEK 609,142,000.

Note 7. Fundraising costs

(SEK 000)	2016	2015 ¹
Fundraising from private individuals	50,642	43,473
Fundraising companies, lotteries, foundations, etc.	10,253	6,479
Campaigns	8,054	6,327
Local branch fundraising	5,508	6,071
Information, membership and donor service	3,816	4,697
Overall fundraising and membership	2,733	4,922
Emergency fundraising	908	1,136
Total	81,914	73,105

¹ Some principles for categorisation of costs based on purpose, fundraising and administration have been adjusted during 2016. The comparative figures for 2015 have been adjusted to reflect the same principles for cost categorisation that apply to 2016. Total costs relating to fundraising for 2015 in these annual accounts therefore differ from the corresponding total in the annual accounts for 2015, where the total costs relating to fundraising amounted to SEK 72,411,000.

Note 8. Administration and membership costs

(SEK 000)	2016	2015 ¹
IT-, financial, controlling and HR ²	13,939	12,892
Central management	4,640	4,041
Information, membership and donor service	3,433	3,968
Association and volunteer development	3,017	7,047
Member processing	2,629	3,303
Local supply, internal service and purchase ²	1,809	1,530
Second Hand, textile recycling and support function for local Red Cross branches	1,560	1,820
Support to the International Red Cross and Red Crescent Movement	1,283	1,383
Chair and board	946	2,039
Liquidation costs	519	27
Organisation and leadership development	265	0
Total	34,040	38,050

¹ Some principles for categorisation of costs based on purpose, fundraising and administration have been adjusted during 2016. The comparative figures for 2015 have been adjusted to reflect the same principles for cost categorisation that apply to 2016. Total costs relating to administration and membership for 2015 in these annual accounts therefore differ from the corresponding total in the annual accounts for 2015, where the total costs relating to administration and membership amounted to SEK 32,413,000.

² Support functions such as IT, financial, local supply etc. constitute both costs for specific purposes, fundraising costs and administrative costs. Below, only the part of these costs that is deemed to constitute an administrative cost is reported.

Note 9. Result from securities and receivables held as non-current assets

(SEK 000)	2016	2015
Capital gains on sale	21,201	36,409
Capital losses on sale	-4,822	-2,768
Dividends	20,786	21,068
Interest	8,743	13,431
Impairment of securities	-	-260
Total result from securities and receivables that are fixed assets	45,908	67,880

Note 10. Other financial income and expenses

(SEK 000)	2016	2015
Interest and similar income	387	371
Interest and similar expenses	-123	-197
Administration costs	-19	-63
Total other financial income and expenses	245	111

Note 11. Appropriation of earnings for the year

(SEK 000)	2016	2015
Earnings for the year according to the Income Statement	-37,462	50,626
Reservation of funds raised for specific purposes which have been received during the year but which have not been used during the year	-7,705	-36,198
Utilisation of funds raised for specific purposes from previous year and free provisions according to board decisions	41,981	19,730
Sum remaining for the year	-3,186	34,158

Note 12. Capitalised expenses, business system

(SEK 000)	2016	2015
Opening cost	37,800	31,543
Capitalised expenses for the year ¹⁾	109	6,257
Closing accumulated cost	37,909	37,800
Opening depreciation	-12,278	-5,149
Depreciation for the year	-7,576	-7,129
Closing accumulated depreciation	-19,854	-12,278
Closing carrying amount	18,055	25,522

¹⁾ Refers to investment in and development of the member, donor and business system REDY.

Note 13. Buildings and land

(SEK 000)	2016	2015
Opening cost	3,152	3,152
Closing accumulated cost	3,152	3,152
Opening depreciation	-535	-483
Depreciation for the year	-52	-52
Closing accumulated depreciation	-587	-535
Opening write-downs	-552	-552
Closing accumulated write-downs	-552	-552
Closing carrying amount	2,013	2,065

Note 14. Equipment

(SEK 000)	2016	2015
Opening cost	7,764	5,957
Purchases	2,857	1,807
Closing accumulated cost	10,621	7,764
Opening depreciation	-5,327	-4,868
Depreciation for the year	-1,305	-459
Closing accumulated depreciation	-6,632	-5,327
Closing carrying amount	3,989	2,437

Note 15. Non-current securities holdings¹⁾

	2016	2015
Opening cost	998,270	964,137
Acquisitions	389,000	357,154
Sales	-344,025	-323,021
Closing cost	1,043,245	998,270
Opening accumulated write-downs	-12,046	-11,971
Write-downs during the year	-	-260
Reversal of write-downs	-	185
Closing accumulated write-downs	-12,046	-12,046
Closing carrying amount	1,031,199	986,224

¹⁾ The composition of the Swedish Red Cross long-term securities holdings is determined by the Central Board of Directors based on the portfolio allocation model which strives for a long-term good return on capital with a balanced risk. These investments constitute, in the view of the Central Board of Directors, one unity, and holdings are valued on a portfolio basis on this assumption. Unlisted holdings are not included in this portfolio valuation, but are valued item by item.

Book value and market value by category

	2016		2015	
	Reported value	Market value	Reported value	Market value
Share investments				
Share portfolio	477	493	520	518
SEB Ethical Global Index Fund	84,952	125,943	132,293	177,711
SEB Swedish Ethical Beta Fund	32,936	42,381	33,577	43,290
SEB Foundation Fund Foreign	0	0	183,430	187,590
SEB Foundation Fund Sweden	58,211	64,746	67,388	70,924
SEB Foundation Fund Balanced	229	248	249	263
SEB Sustainability Fund Ethical Sweden Fund	65,852	70,008	45,000	43,710
SEB Sustainability Fund Global	232,986	256,810	0	0
	475,643	560,629	462,457	524,006
Alternative investments				
SEB Private Equity Opportunity	33,934	33,137	11,156	6,820
Adrigo	11,300	11,487	11,300	11,286
ATCM II FCP – True Market Neutral Fund	11,200	11,253	11,200	11,234
Brummer & Partners Lynx Fund	16,500	15,255	7,000	6,931
Brummer & Partners Nektar Fund	8,200	8,575	6,700	6,742
Excalibur Fund	6,700	6,816	6,700	6,680
Goldman Sachs Global Strategic Macro	11,100	11,223	7,100	7,067
Rational Am Eqty Long/Short HNW	11,467	11,720	11,467	11,322
SEB Asset Selection SEK	16,790	16,687	7,000	6,874
SEB Alternative Fixed Income Fund	10,909	10,952	6,700	6,716
	138,100	137,105	86,323	81,672
Interest-bearing investments				
SEB Securities Fund Flexible-Lux	293,033	282,187	305,749	296,519
SEB Company Bond Flexible Utd	124,162	120,923	131,434	126,648
Forsyth Diversity Fund	261	261	261	261
	417,456	403,371	437,444	423,428
Total securities holdings	1,031,199	1,101,105	986,224	1,029,106
Surplus value (market value - book value)		69,906		42,882

List of share portfolio 31 December 2016

	Holding	Reported value	Market value
Securities			
Biosensor Appl Sweden AB	16	-	-
Theeducation AB	60	-	-
Sangart Inc	125,000	-	-
Sangart Inc Pref C	15,000	-	-
Volvo AB series A	2,706	261	290
Lindab International AB	1,100	58	80
Getinge AB series B	840	158	123
		477	493
Share investments		475,643	560,629
Alternative investments		138,100	137,105
Interest-bearing investments		417,456	403,371
Total securities holdings		1,031,199	1,101,105

NOTES

Note 16 Shares in group companies

(SEK 000)	2016	2015
Röda Korsets Hotell och Konferens AB ¹⁾ , 556060-7524, Stockholm. Capital share 100% (100%)	100	100

¹⁾ Röda Korsets Hotell och Konferens AB has been dormant since 2001. The operation was taken over by the Swedish Red Cross with effect from 31/12/2001. Equity in the company is SEK 156,000.

Note 17. Other shares and participations

(SEK 000)	2016	2015
Shares in housing cooperatives received via bequests		
Opening book value	775	1,022
Sale of property	-	-247
Closing book value	775	775

Note 18. Deferred expenses and accrued income

(SEK 000)	2016	2015
Accrued donations and contributions	6,880	10,855
Other accrued income	4,193	3,133
Prepaid rent and leasing charges	5,982	7,164
Other deferred expenses	2,616	1,970
Total	19,671	23,122

Note 19. Cash and cash equivalents

The Swedish Red Cross has unused overdraft facilities of SEK 30 (30) million. Cash and cash equivalents consist mainly of bank deposits, apart from SEK 26,000 (6,000) that refers to cash.

Note 20. Liabilities regarding received, unused contributions

(SEK 000)	2016	2015
Liabilities, unused Sida contributions	8,583	11,050
Liabilities, other unused public contributions	15,436	43,509
Liabilities, unused private contributions	31,040	23,344
Total	55,059	77,903

Liabilities to Sida consist of SEK 7 (4) million in Rapid Response Monitoring (RRM) contributions and SEK 2 (7) million for Ebola funding which will be used during 2017. Liabilities relating to other public contributions are primarily government contributions totalling SEK 15(44) million to improve refugee reception and integration in 2017.

Other items refer mainly to project contributions from Postkodsstiftelsen up to 2017.

Note 21. Accrued expenses and deferred income

(SEK 000)	2016	2015
Accrued international expenses	16,634	14,358
Holiday pay and accrued salaries incl. social security expenses	13,376	13,393
Other accrued social security expenses	4,140	3,829
Other accrued expenses	6,189	3,958
Prepaid income	199	1,387
Total	40,538	36,925

Note 22. Secured collateral

(SEK 000)	2016	2015
Secured collateral	-	-
Total	-	-

Note 23. Contingent assets and contingent liabilities

(SEK 000)	2016	2015
Contingent assets	-	-
Security deposit - lease of Stiftelsen Röda Korshemmet	148,421	152,880
Total	148,421	152,880

Note 24. Significant events after the end of the financial year

On 1 January 2017, a new internal organisation came into force in the Swedish Red Cross. The new organisation creates a more flexible organisation with a greater ability to act both on a day-to-day basis and in a crisis.

In February, the Swedish Red Cross hotline that started nearly 40 years ago was closed down. The decision was made by the Central Board of Directors because society meets the need for support via phone in an improved way today. Instead, the Red Cross activities that are closer to the people who need support will be prioritised.

Signatures of the Central Board of Directors

The Central Board of Directors proposes that the General Assembly adopts the Income Statement and Balance Sheet.

Stockholm, 24 March 2017

Bo Hermansson
Chair

Hala Mohammed
Vice chair

Katarina Struwe Orleifson
Vice chair

Oscar Fredriksson

Kristina Ljungros

Shirin Persson

Elisabet Perttu

Angelica Rage

Johan Solberg

Johan Strid

Johan Wendt

Our auditor's report has been submitted on 24 March 2017

Tomas Lönnström
Authorised Public Accountant
Ernst & Young

Håkan Jarmar
Elected auditor

Curt Broberg
Elected auditor

AUDITOR'S REPORT

To the General Assembly of the Central Board of Directors of the Swedish Red Cross, org. no. 802002-8711

Report on the annual accounts

Statement of Opinion

We have carried out an audit of the annual accounts for the Central Board of Directors of the Swedish Red Cross for the 2016 financial year. The annual accounts are included on pages 1-17 of this document.

In our opinion, the annual accounts have been prepared in accordance with the Swedish Annual Accounts Act and present fairly, in all material respects, the financial position of the Swedish Red Cross as of 31 December 2016 and of its financial performance and its cash flows for the year then ended in accordance with the Swedish Annual Accounts Act. The Report of the Central Board of Directors is consistent with the other parts of the annual accounts.

Basis of Statement of Opinion

We conducted our audit in accordance with generally accepted auditing standards in Sweden. The auditors' responsibility according to these standards is described in more detail in the sections The auditors' responsibility and The elected auditors' responsibility.

We are independent in relation to the Red Cross, in accordance with generally accepted auditing standards in Sweden. As an Authorised Public Accountant, I have complied with my professional ethical responsibility according to these standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the annual accounts

This document also includes information other than the annual accounts and is available on pages 20-28. The board is responsible for such other information. Our statement of opinion concerning the annual accounts does not relate to this information, and we are not making any statement of confirmation regarding this information.

In connection with our audit of the annual accounts, we have a duty to read the information identified above and to consider whether the information is materially inconsistent with the annual accounts. In this procedure, we also take into account our knowledge otherwise obtained in the audit and assess whether the other information appears to be materially misstated.

If, based on the work performed concerning this information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Central Board of Directors

The Central Board of Directors is responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Swedish Annual Accounts Act. The Central Board of Directors is also responsible for such internal control as it determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the Central Board of Directors is responsible for the assessment of the society's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis is however not applied if the Central Board of Directors intends to liquidate the association, cease operations or has no realistic alternative but to do so.

The responsibility of the Authorised Public Accountant

We must perform the audit in accordance with the International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden.

Our objective is to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatements, whether due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit performed in accordance with ISA and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts. As part of an ISA audit, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatements in the annual report, whether due to fraud or errors, design and perform audit measures, *inter alia* based on these risks, and obtain audit evidence that is sufficient and appropriate to form the basis for our statements. The risk of not detecting a material misstatement due to fraud is higher than a material error due to errors, as fraud may include collusion, forgery, deliberate omissions, incorrect information or the override of internal control.
- obtain an understanding of the part of the association's internal control that is relevant to our audit in order to design audit measures appropriate to the circumstances, but not to comment on the effectiveness of internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
- conclude on the appropriateness of the board's use of the going concern basis of accounting in preparing the annual accounts. We also draw a conclusion, based on the obtained audit evidence, as to whether any material uncertainty exists related to events or conditions that may cast significant doubts on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors report to the related disclosures in the annual accounts, or, if such disclosures are inadequate, to modify our opinion about the annual accounts. Our conclusions are based on the audit evidence obtained up to the date of our audit report. However, future events or circumstances may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represents the underlying transactions and events in a manner that achieves fair presentation.

We must inform the Board of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during the audit, including significant deficiencies in the internal control that we identified.

The responsibility of the elected auditors

We must carry out an audit in accordance with the Auditing Act and, accordingly, according to generally accepted auditing standards in Sweden. Our objective is to obtain reasonable assurance that the annual report has been prepared in accordance with the Annual Reports Act and that the annual report gives a true and fair view of the association's results and position.

Report on other requirements under laws and other regulations

Opinion

In addition to our audit of the annual report, we have also audited the administration of the Central Board of Directors of the Swedish Red Cross for the year 2016.

We recommend to the General Assembly that the members of the Central Board of Directors be discharged from liability for the financial year.

Basis of Opinion

We conducted our audit in accordance with generally accepted auditing standards in Sweden.

Our responsibility under these standards is described in more detail under the heading Responsibility of the Auditor. We are independent in relation to the Red Cross, in accordance with generally accepted auditing standards in Sweden. As an Authorised Public Accountant, I have complied with my professional ethical responsibility according to these standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Central Board of Directors

The board is responsible for administration.

Responsibility of the Auditor

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Central Board of Directors in any material respect has undertaken any action or been guilty of any omission which can give rise to liability to the association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit performed in accordance with generally accepted auditing standards in Sweden will always detect any actions or omissions that can give rise to liability to the association.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional scepticism throughout the audit. The examination of the administration is mainly based on the audit of the accounts. Additional audit procedures performed are based on the professional auditor's professional judgment and the other selected auditors' assessment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations, and where deviations and violations would have particular importance for the association's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability.

Stockholm, 24 March 2017

Håkan Jarmar
Elected auditor

Curt Broberg
Elected auditor

Tomas Lönnström
Authorised Public Accountant
Ernst & Young

GOVERNANCE OF THE SWEDISH RED CROSS 2016

The basis for good governance of the activities of the Swedish Red Cross are that objectives, strategic direction and values are clear and well known to the Swedish Red Cross's members, volunteers and employees. The purpose of governance is to create an effective organisation with a sound culture that contributes to the improvement of the activities. The following description of the Swedish Red Cross's governance is not included in the audit assignment.

The governance of the Swedish Red Cross is described below. The Swedish Red Cross has chosen to report how the quality code of the Agency for Volunteer Fundraising Organisations (FRII) is followed by applying the FRII's standardised format. The code, including the impact report for 2016, is published at www.redcross.se/om-oss/ekonomi/friis-kvalitetskod. The Swedish Red Cross complies with the requirements under the quality code.

Bodies and regulations

The Swedish Red Cross is a non-profit charitable organisation that is governed by its members. Governance of the society by the members is mainly exercised through the General Assembly, the Swedish Red Cross's Central Board of Directors (hereinafter referred to as the board) and the Secretary General and the management team. The overall structure of the Swedish Red Cross's bodies and governance is shown in the illustration on page 23.

The regulations primarily comprise the Red Cross's seven fundamental principles, the governing documents of the International Red Cross and Red Crescent movement, including statutes, resolutions and policies, the Swedish Red Cross's statutes, code of conduct, financial regulations and other internal governing documents, as well as the Swedish Annual Accounts Act, the general guidelines of the Swedish Accounting Standards Board, the Swedish Foundations Act and the Agency for Volunteer Fundraising Organisations' quality code for the governance of Swedish fundraising organisations.

General Assembly

The General Assembly is the Swedish Red Cross's highest decision-making body and the forum in which the members, through their delegates, exercise their right to take decisions regarding the Swedish Red Cross's affairs. The assembly convenes every four years. The collaborative council in each municipality elects a delegate and a deputy to the General Assembly. In municipalities with more than 3,000 members, an additional delegate is elected for each 3,000 members or part thereof. Each of the Swedish Red Cross's ten regions must have at least four delegates. The Red Cross Youth Federation appoints a maximum of ten delegates.

Members, branches and the Red Cross Youth Federation are all entitled to submit motions to the General Assembly. The board is entitled to submit proposals. Those delegates present, delegates from the Red Cross Youth Federation and members of the board are entitled to vote at the assembly. The assembly is chaired by the person or persons elected by the assembly.

The mandatory tasks of the General Assembly are to discuss the annual reports of the Swedish Red Cross, to adopt the balance sheets and income statements of the previous four years of activity and to decide on the discharge from liability of the board. The assembly also determines the membership subscriptions for the next four-year period and decides on how the subscriptions are to be divided between central and local level. The assembly elects the chair, board members, auditors and nominating committee. The assembly also determines the chair's remuneration and remuneration principles for the other members of the board and other elected representatives.

The most recent Annual General Assembly was held in Växjö 29-31 May 2015.

Nominating committee

The General Assembly appoints a nominating committee. The nominating committee must consist of one representative from each of the ten regions plus a chair. The nominating committee presents proposals to the General Assembly for persons for the posts that the assembly will elect, remuneration of the chair of the Swedish Red Cross as well as remuneration principles for other board members and other elected representatives. A specific assignment description for the work of the nominating committee is determined by the General Assembly. Members of the nominating committee receive compensation for substantiated lost earnings if they so request. The amount is limited to a maximum of SEK 3,000 per day.

The nominating committee has held seven meetings during the year. The nominating committee has prepared its work progress up to the 2019 General Assembly. The nominating committee has the task of proposing a new chair of the Swedish Red Cross before the Extraordinary General Assembly convened by the Central Board of Directors May 2017. The chair of the nominating committee during the year was Ewa Jonsson. The other members were Barbro Boström (Southern Region), Anneli Bengtsson (Southeast Region), Elin Andersson (Western Region), Anna Klintbom (Gotland Region), Anders Syd (Göta Region), Wiveka Norvell (Stockholm Region), Erik-Johan Hjelm (Middle Region), Bodil Ljunghall (Mid Region), Birgith Wiklund Molberg (South Norrland Region) and Bengt Gunnarson (North Norrland Region).

The board

The board is the highest decision-making body of the Swedish Red Cross between general assemblies and has ultimate responsibility for ensuring that the Red Cross assignment and decisions of the assembly are implemented. The board consists of a chair and eleven members. The chair leads the work of the board and the board appoints one or more vice chairs from among its members. At present the board has two vice chairs. The mandate period is one general assembly period, i.e. four years. The longest permitted consecutive mandate period for the chair or other board members is two general assembly periods. If the chair should resign during the course of a mandate period, the board elects one of its members as chair for the remainder of the mandate period. The board may also convene an Extraordinary General Assembly for by-elections of the chair. The Secretary General is the main rapporteur at board meetings but is not a member of the board.

The board meets at least six times a year. Minutes are taken of board meeting decisions and after verification these are published on the Swedish Red Cross's intranet – Rednet.

The board calls the chairs of the regional councils for discussions at least twice a year and all members of the regional councils to the Regional Forum every two years. Board members participate in dialogue meetings with branch representatives every two years; this is organised regionally.

The board organises the Red Cross Forum every four years – between general assemblies.

The board appoints from among its members the members and chair of the board of the foundation of the Red Cross centre for tortured refugees. During the year, Oscar Fredriksson was the chair and Shirin Persson was a member.

Part of the board of the Red Cross College is also elected from the Swedish Red Cross's board. Bo Hermansson was chair of the board of the Red Cross College to and including November 2016, when he was replaced by Kenth Naucler. Kristina Ljungros was member.

Based on a proposal from the College board, the board of the Swedish Red Cross appoints a vice-chancellor who, if the board of the Swedish Red Cross so decides, can also have a deputy or pro-vice-chancellor.

Some of the members of the Swedish Red Cross's board also sit on the board of the Red Cross People's High School. During the year, Elisabet Perttu was chair of the high school board, while Hala Mohammed was a member.

Regional councils

In each of the Swedish Red Cross's ten geographical regions, a regional council is appointed containing six to nine members. At least half of the regional council members must also be General Assembly delegates. The regional councils have four main tasks: to be a link in the exchange of information and dialogue between branches and the Swedish Red Cross's board, to organise dialogue meetings in their regions every other year in accordance with the board's directions, to support the collaborative council in its work and to perform the tasks delegated to them by the board. The board approves a delegation scheme for the regional councils.

Members of the regional councils receive compensation for substantiated lost earnings if they so request. The amount is limited to a maximum of SEK 3,000 per day.

Branches, branch assemblies and branch boards

Locally, the Swedish Red Cross is organised into branches that work within a defined geographical area with either general or specifically aligned activities. Each branch is a juridical person and formally subject to the Swedish Red Cross's board. The branch assembly is the branch's highest decision-making body. All members of the branch are called to the assembly. The branch assembly consists of the members present and appoints the chair and the other board members, auditor and nominating committee. The board shall consist of a chair and at least another four members, one of whom shall be appointed cashier. The work of the branch board is led by its chair.

General Assembly delegates

The General Assembly delegates represent the members in the municipality at the General Assembly, but are also tasked with actively working in their municipalities to ensure that the decisions of the General Assembly are known.

Collaborative council

The collaborative council coordinates the branches' work in the municipalities and coordinates the branches' work in the areas that the assembly has prioritised. According to the election system adopted by the board of the Swedish Red Cross, the collaborative council elects General Assembly delegates. The collaborative council also appoints delegates to the Red Cross Forum

The Red Cross dialogue

The Red Cross dialogue are meetings where persons from various parts and levels of the board of the Swedish Red Cross, the chairs of the regional councils and another representative from each regional council discuss important operational and organisational issues. This year's four meetings focused on the work on the Future 2020 project, which the General Assembly approved in 2015. The objective of the project is to create a more effective Swedish Red Cross which is better equipped to face the challenges of the future. Other topics discussed in the Red Cross dialogue this year include preparedness for, as well as, experience and follow-up of the refugee situation in autumn 2015 and how the Swedish Red Cross can improve as an organisation.

Dialogue meetings

One of the regional councils' statutory tasks is to arrange so-called dialogue meetings in each region every two years. They do so in accordance with the Swedish Red Cross board's instructions. In April 2016, dialogue meetings were held at ten locations in the country. Nearly 800 red-crossers then conducted a dialogue on refugees and crisis preparedness. Each meeting identified the most significant challenges for the Swedish Red Cross as an organisation.

Regional forum

The regional forum is a statutory meeting that takes place every two years. It is the board of the Swedish Red Cross that invites all the regional councils to discuss overall issues. This year's forum focused on three areas. The strategic focus 2016-2019 of the Swedish Red Cross with an assessment of the progress to date, the development of our organisation in the Future 2020 project and a number of workshops on topical issues.

Red Cross Forum

The purpose of the Red Cross Forum is to enable volunteers from Swedish Red Cross activities all over the country to meet, exchange experiences and be inspired. The Red Cross Forum is organised every four years and takes place in between the general assemblies. The collaborative council is responsible for appointing delegates to the Red Cross Forum. The most recent Red Cross Forum took place in 2013 in Örebro. The next Red Cross forum will be held in October 2017.

General Assembly 2017

The Swedish Red Cross will hold an Extraordinary General Assembly in Stockholm on 6 May 2017. The assembly is held to conduct by-elections of a chair for the Swedish Red Cross.

General Assembly 2019

The Ordinary General Assembly of the Swedish Red Cross will be held in Visby on 24-26 May 2019.

The associated Red Cross Home Foundation

The board is responsible for the management of the Red Cross Home Foundation, which is an associated foundation. The foundation provides university college education in the field of care and manages the foundation's property.

Other associated foundations

The board also administers a number of other associated foundations. The returns from these are used for various purposes in accordance with each foundation's statutes.

Salaried staff organisation

The board is assisted by an organisation of salaried staff under the management of a secretary general. Employees are mainly located in four Red Cross offices and in six treatment centres for war-injured and tortured persons in Sweden. There are also delegates from the Swedish Red Cross who serve internationally. The management group

GOVERNANCE OF THE SWEDISH RED CROSS

is led by the Secretary General and includes directors for International, National, Society Development, Finance & Support Services, Communications & Fundraising and Human Resources.

The board decides on the overall organisation of salaried staff, as well as on instructions and remuneration for the secretary general.

Authorised auditor and society auditors

The General Assembly elects three auditors for the Swedish Red Cross's board. One of the auditors, as well as a deputy for this person, must be an authorised public accountant. The other two are elected society auditors. The General Assembly also appoints two deputies for these. Auditors are appointed for the four calendar years that follow the general assembly that appointed them and take up their duties from the year-end following the general assembly. The elected society auditors use this period before assuming their duties for training, risk analysis and preparing auditing plans for the coming year.

Auditing work

The society auditors are appointed by, and therefore subject to, the General Assembly. They are independent of the Swedish Red Cross's board and other parts of the Swedish Red Cross. The deputies, as long as they are not required for service, have no independent auditing responsibilities, but have the opportunity to monitor activities and learn the role of auditor.

The authorised auditor focuses on reporting and the application of rules with regard to the activities and administration of the Swedish Red Cross's board, and for reasons of confidence should be strictly independent of the society.

The society auditors, on the other hand, should have genuine experience of and a grounding in the Swedish Red Cross, as well as competence in auditing and auditing methods. They must have a democratic society focus aligned to the appropriateness and effectiveness of the activities. Their review relates to the Swedish Red Cross's board but can, where they deem it appropriate - upon consultation with the Swedish Red Cross's board - also refer to local level.

The fact that the authorised and society auditors have different focuses does not mean there is any difference in responsibility. Each ordinary auditor has a separate auditing responsibility and the right to independently formulate and present an auditor's report. In practice they should strive for agreement, but the individual auditing responsibility takes precedence.

In order to achieve an effective audit that makes best use of the auditors' varied competence, close cooperation between them is important. It is appropriate that the society auditors, like the authorised auditor, base their review work on a risk analysis, which is preferably carried out jointly with the Authorised Public Accountant.

If, because of resignations or other permanent reduction in members, the Swedish Red Cross's board can no longer form a quorum, the other board members, in consultation with the auditors, must call an extraordinary General Assembly.

Finance committee

The finance committee is a committee within the board of the Swedish Red Cross. This committee is immediately responsible to the board for the board's asset management and for ensuring that the long-term objectives of asset management are achieved. The committee comprises three members of the board and three co-opted experts on the financial market. The Director of Finance and Support Services acts as rapporteur.

Management of the work of the salaried staff organisation

The work of the salaried staff organisation of the Swedish Red Cross is managed based on the overall objectives of the Swedish Red Cross and towards the expected results and indicators set for all efforts and activity areas in connection with the annual activity planning

process. One important component of this management is to promote a horizontal approach where several divisions and units have a joint responsibility for ensuring that the common overall objectives are achieved. The overall objectives are decided based on the humanitarian strategy adopted by the board in the spring of 2015, which in turn was a concretisation of the strategic goals for 2016-2019. In 2016, the organisation had 10 overall objectives.

Both the overall objectives and the expected results for efforts and activity areas are reviewed four times per year. The necessary measures to ensure that the results are achieved are also taken at this stage. Each such review is summarised in a quarterly report to the board.

Guidelines for remuneration

Employee

When determining salaries at the Swedish Red Cross, salaries for corresponding positions in the labour market as a whole are taken into account. The aim is for the Swedish Red Cross to be able to recruit and retain employees who have the desired competence. The level of salaries is intended to strengthen the employees' desire to contribute to the efficiency of activities so as to enable the Swedish Red Cross to improve its ability to perform its tasks. Salaries are individual and differentiated. The basis for each individual salary is the content and responsibility of the work, as well as the employee's competence, experience and working results. The individual employee must be able to influence his or her salary by increasing his or her competence and improving their working results. The Swedish Red Cross does not apply variable remuneration.

Pension benefits

The pension benefits are in accordance with a collective agreement between the Employers' federation for non-profit organisations (IDEA), Unionen and Akademikerförbunden.

Other benefits

Benefits other than the above, such as "Rikslunchen" and contributions for healthy exercise, have a limited value and correspond to what is normal from comparable employers in the labour market.

Conditions for leaving employment

Notice periods are in accordance with a collective agreement between the Employers' federation for non-profit organisations (IDEA), Unionen and Akademikerförbunden.

Remuneration of the chair, board members and secretary general

The General Assembly has decided that the position of chair should be regarded as a main employment and receive index-linked remuneration equivalent to that paid to members of the Swedish parliament. At the election of the chair at the General Assembly 2015, the remuneration was SEK 61,000 per month.

The other members of the board and the society auditors, nominating committee members and members of the regional councils receive compensation for loss of earnings, if they so request, up to a maximum of SEK 3,000 per day.

The Secretary General Ulrika Årehed-Kågström chose during the year to proceed to other assignments. Her successor Anders Danielsson took over in December 2016. Before that, the Swedish Red Cross head of International, Melker Måbeck, served as acting Secretary General. The current secretary general has a fixed-term contract up to and including 31 June 2021. The position is automatically terminated without prior notice on the expiry of the period of employment. The position may be terminated during the period of employment, however, on three months' notice from the Secretary General or on twelve months' notice from the Swedish Red Cross. The Secretary General has a fixed monthly salary of SEK 93,000. The pension is in accord-

ance with the current collective agreement. and an additional provision of SEK 6,500 per month. The departing Secretary General Ulrika Årehed-Kågström had a monthly salary of SEK 92,300, a company car and pension in accordance with the current collective agreement.

The work of the board during the year
The composition of the board

During the year, the board consisted of a chair, two vice chairs and nine board members. The chair Anna Carlstedt resigned in October 2016. Bo Hermansson was elected at the board meeting on 14 November 2016 as new chair pending the Extraordinary General Assembly in May 2017. At year-end the number of board members was eleven.

The work of the board

A major part of the board’s work during the first half of the year 2016 concerned preparing new sub-strategies based on the Swedish Red Cross strategic goals for 2016-2019. During the year, a basis for strategies for financing, voluntary service, Human Resources and influence was prepared. The work continues in 2017. The board also coordinated the work on Future 2020 to create an effective Swedish Red Cross ready to face the challenges of the future. The work on Future 2020 has been performed in a broad dialogue with branches and regional councils. The society prepared a situation analysis of the strengths and weaknesses of the organization, an external analysis describing how people’s vulnerability is changing and different future forms of involvement and organization. Finally, a number of future strategic objectives for the Swedish Red Cross organisation were presented. A final report on the project will be presented to the board in May 2017.

During the last months of the year, the board spent a lot of time on the fact that the sitting chair, Anna Carlstedt, decided to resign in October. The member Katarina Struwe Orleifson took over as chair. At the board meeting in November, the deputy chair Bo Hermansson was elected chair, and the board decided to convene an Extraordinary General Assembly in May 2017 to elect a new chair. In addition, the board adopted the activity planning and budget for the 2017 fiscal year.

The work of the Finance Committee

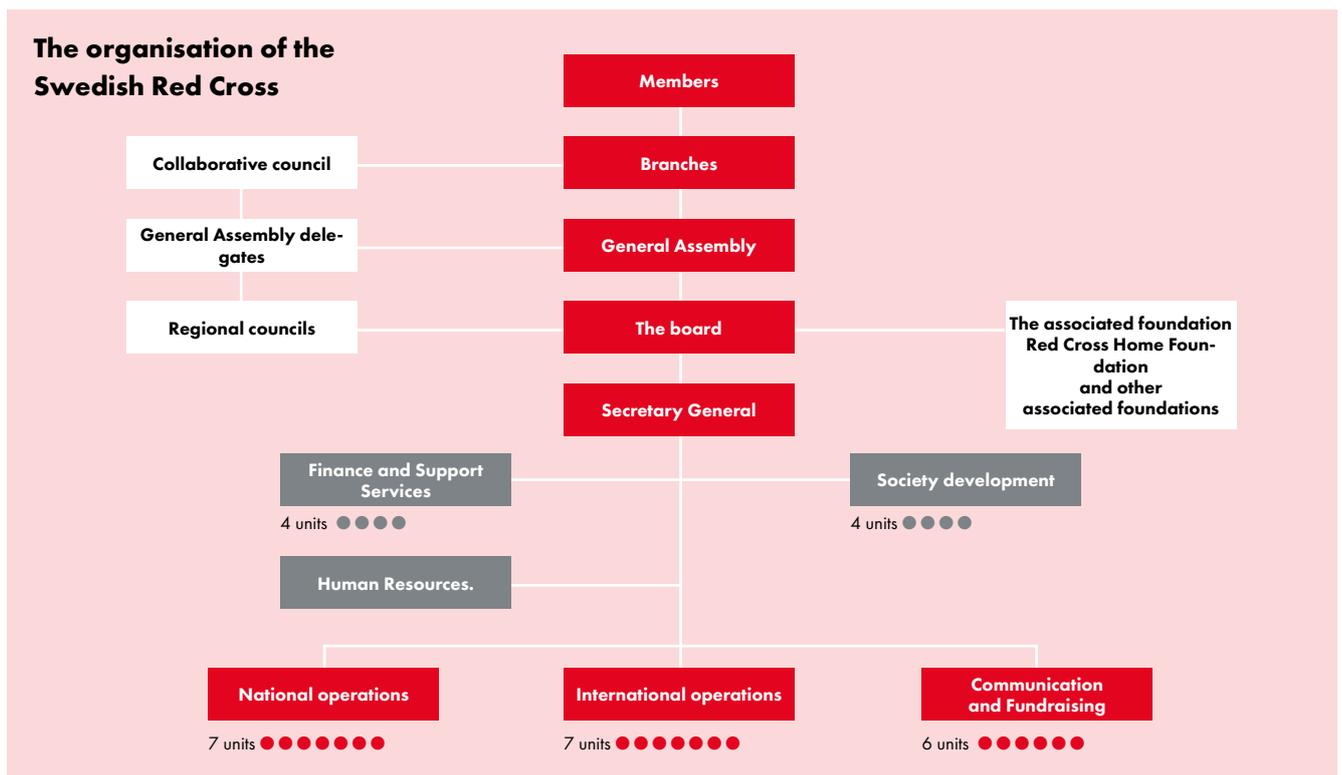
The finance committee held seven meetings during the year and has, among others, reviewed the consistency of the Swedish Red Cross portfolio with the investment policy and the Red Cross sustainability profile. Bo Hermansson (chair of the board) was chair of the committee, while Angelica Rage and Johan Strid were committee members from the board. Karin Heierson (Skandinaviska Enskilda Banken), Eva Gottfridsdotter-Nilsson (Länsförsäkringar Fondförvaltning) and Peder Thyrvin (formerly Handelsbanken) participated as co-opted external committee members, with specific insight into and experience of the financial markets. The rapporteur at the meetings was Anna Ernestam, Director of Finance and Support Services.

Auditors and remuneration for auditing

The General Assembly of 2015 re-elected Ernst & Young as the audit firm for the Swedish Red Cross with effect from 2016. The main auditor is authorised public accountant Tomas Lönnström. The society auditors elected by the General Assembly 2015 were Håkan Jarmar and Kent Eriksson. During the year, Kent Eriksson resigned and his deputy Curt Broberg took over as ordinary society auditor. Birgitta Tallroth was second deputy.

Sustainability work

The Swedish Red Cross takes responsibility for a sustainable society. We want our efforts to be sustainable from an ecological, social and economic perspective. Ecological sustainability includes continuing to develop recycling work at our second-hand shops. Social sustainability means to provide support when social vulnerability increases. Our meeting places are open to all, and we offer support services for new arrivals, asylum seekers and lonely persons. Economic sustainability involves developing new ways of financing our activities. It can also mean increasing the profitability of our second-hand activities, increasing fundraising, primarily from private donors, and continuing to manage the Swedish Red Cross’s assets in a responsible manner.



THE BOARD'S REPORT ON INTERNAL CONTROL

Good internal control is a vital part of the activities of the Swedish Red Cross. The purpose of internal control is to provide significant information about the organisation and its methods, so as to create confidence in the organisation's financial reporting and in the aspects that relate to the appropriateness of the activities to their purpose. The board's report on internal control is not included in the auditing assignment.

Internal control

Internal control is a process that is influenced by the Swedish Red Cross's board, management group and employees. It has been designed to provide reasonable certainty that the defined goals for appropriate and efficient operational activities, reliable financial reporting and compliance with external laws and regulations and the internal rules will be achieved. An annual report on internal control is prepared by the Swedish Red Cross's board.

The Swedish Red Cross's internal control is based on the five main parts of the COSO model:

- Control environment (the culture and values on the basis of which the board and management work and communicate)
- Risk assessment (the organisation's process for identifying and managing risks)
- Control activities (for the purpose of detecting and preventing faults)
- Information and communication (for the purpose of the management's reporting back to the organisation and the organisation's reporting back to management, but also for reporting externally to the authorities and the general public, etc.)
- Monitoring and follow-up (to ensure the quality of processes by means of various kinds of activities, such as following up on budgets, reporting to management and the board and reporting from auditors).

The control environment

According to the quality code of the FRII (Frivilligorganisationernas Insamlingsråd - Agency for Volunteer Fundraising organisations), the board is responsible for ensuring that internal control is adequate and that activities are performed in an effective manner. The Swedish Red Cross's perception is that the responsibility and working methods of the board and management group represent an important part of a good control environment. The work instructions clarify the board's work and responsibility.

The board has appointed a secretary general, who is responsible for the salaried staff organisation and for ongoing administration. Tasks and areas of responsibility are defined in the work instructions. The board has delegated responsibility for ensuring an appropriate control environment and effective internal control to the secretary general.

Defined governing documents, such as policies, guidelines and routines, represent an important part of the control environment. Important governing documents include the investment policy, the code of conduct and guidelines for authority to sign on behalf of the society.

Responsibility for internal control rests with the Finance and Support Services department, for the purpose of ensuring an appropriate control environment and effective internal control of financial reporting. This is done by means of proactive initiatives within the internal control environment and active risk identification, with ongoing control and monitoring.

Preventive work focuses on training, information and improved processes. Control and follow-up activities are based on, among other things, relevant risk analyses and established minimum requirements.

The department is also responsible for internal control to ensure that planned activity follows the defined aim and direction and that work and activities are performed and is also responsible for financial reporting.

The Swedish Red Cross's highest decision-making body is the General Assembly, which is charged among other things with deciding the strategic goals for the next four years. The objectives for the Swedish Red Cross's board are based on the decisions of the General Assembly and are broken down into objectives for the next four years. Based on these objectives, annual activity plans are prepared with a budget for each planned activity. The efforts are reviewed based on resource efficiency, i.e. the results which the efforts are expected to give in relation to their costs, and based on how consistent they are and how they contribute to the achievement of the organisation's overall objectives. The annual activity plan and the budget are approved by the board before each financial year.

The financial outcome, targets and results are reviewed four times annually. When the quarterly financial statements are closed, management follows up on any deviations between outcome and budget and prepares forecasts for the rest of the year. With regard to the activities, management monitors whether the established targets are achieved within each working area and unit, and also what strategies and measures must be taken to improve goal fulfilment, if necessary.

A summarised assessment of the year is created in connection with the preparation of the year-end financial statements.

Risk assessment

Risk management is about managing risk associated with, among others, trust, unethical behaviour and irregularities. Risk management work also affects compliance with the responsibility and appropriateness specified by the framework (statutes, policies, etc.). External risks, such as changes in tax regulations, are also taken into consideration.

In connection with the annual activity planning process, a risk analysis is performed for each area of activity, which is then updated and monitored during the following year. The work is based on the COSO model and follows the risk categories determined by the International Federation of Red Cross and Red Crescent Societies (IFRC). The model includes the following risk categories:

- Risk of damage to confidence
- Strategic risks
- Financial risks
- Activity-related risks
- External risks
- Personnel-related risks
- Legal and institutional risks

The various components of risk management include an assessment of probability (P) and consequence (C), as well as a calculation of risk value (P x C).

The process for risk assessment must be designed so that potential incidents that might represent a risk of the Swedish Red Cross's goals not being achieved are identified. The model is based on a built-in risk analysis in ordinary processes such as activity planning and follow-up. Integrated risk management is a continuous process and part of day-to-day work.

The external auditors meet the society auditors regularly, both together with management and separately, to go through their respective risk analyses and ensure a relevant risk analysis that represents the basis for the auditors' investigations.

Control activities

The control activities are linked to the risk assessment and are intended to ensure good internal control in the organisation's processes. The control activities are based on risk management, risk elimination, follow-up and evaluation. These components are in line with the International Federation of Red Cross and Red Crescent Societies' model for risk management. The purpose of these is to ensure that controls are built in to the processes of the various sub-components.

One important control activity is the Swedish Red Cross's reporting according to the quality code of the Agency for Volunteer Fundraising Organisations. In connection with this, the Swedish Red Cross goes through the requirements stipulated by the internal control and then summarises compliance with these requirements in a separate report.

Information and communication

Communication with the public is mainly handled by Info Service (part of the Society Development department), which also responds to questions from members and donors. This is intended to simplify the inflow of communication to the Swedish Red Cross and ensure rapid feedback. Openness and accessibility are key to communication work and, as part of this, an increasing proportion of communication is now via the Swedish Red Cross' social media channels, such as Facebook and Twitter (handled by the Communications unit). To enhance accessibility, the Swedish Red Cross press desk is open round the clock so that the media can always establish contact and have their questions answered.

Communication between management and employees, as well as between the chair and Red Cross volunteers, often takes place using live web TV via the Swedish Red Cross's intranet (Rednet). These transmissions can also be watched later. With the aid of Rednet, all employees, members and volunteers have access to governing documents and other important parts of the control environment.

Monitoring and follow-up

Both internal and external parties follow-up to ensure that the Swedish Red Cross achieves good internal control and complies with internal governing documents. These parties comprise the management group, the board, the finance committee, Finance and Support Services, the Swedish Foundation for Donation Control and the Swedish Red Cross's external auditors and society auditors. During the year, each unit in the organisation has reported both quarterly and year-end accounting figures to management, which has then followed up on non-conformities and material risks and then reported to the board.

The Swedish Foundation for Donation Control performs annual checks to ensure that organisations that have so-called 90 accounts comply with the requirements the Foundation has stipulated for these accounts. The external auditors report their observations to management at least twice a year and the society auditors report their observations to management at least once per year. Both external and society auditors also report the results of their audits, together with their observations, to the board at least once per year.

Stockholm, 24 March 2017

The Swedish Red Cross Central Board of Directors

THE BOARD

THE BOARD



Bo Hermansson



Katarina Struwe Orleifson



Kristina Ljungros



Shirin Persson



Hala Mohammed



Oscar Fredriksson

Bo Hermansson

Chair since November 2016. Elected 2010. Born 1943. Lives in Nyköping.

Selected education: Master of political science. Further academic studies in behavioural science and international finance.

Positions: Bo is a consultant in international finance and has worked in more than 30 countries. Bo is the chair of the Swedish Red Cross finance committee and the chair of the Collaborative council for Nyköping.

Hala Mohammed

Vice chair. Elected 2015 (co-opted since 2012).

Born 1986. Lives in Stockholm.

Selected education: Bachelor's degree in IMER (International Migration and Ethnic Relations) from Malmö University.

Positions: Chair of the Red Cross Youth Federation. Hala is also a member of the Swedish Red Cross People's High School.

Katarina Struwe Orleifson

Board member. Elected 2015. Born 1960. Lives in Levide, Gotland.

Selected education: Degree in social studies from Örebro University College. Supervisor/guide training at the Institute of Knowledge Development in addition treatment at the National Board of Health and Welfare in Stockholm. Leadership development at the Swedish Prison and Probation Service in Norrköping.

Positions: Katarina is a certified social worker and has extensive experience in management, leadership and conflict management. Katarina is currently self-employed but has previously worked as the head of the Prison and Probation Service in Gotland.

Oscar Fredriksson

Board member. Elected 2011.

Born 1975. Lives in Vansbro.

Selected education: Qualified lawyer and Bachelor of social psychology and philosophy from Uppsala University.

Positions: Oscar Fredriksson is the municipal director in Vansbro. Oscar is also chair of the foundation of the Red Cross Centre for tortured refugees in Stockholm and deputy board member of the Folke Bernadotte memorial fund foundation.

Kristina Ljungros

Board member. Elected 2015. Born 1980. Lives in Stockholm.

Selected education: Studies in political sciences, development studies and economics at Stockholm University, the University of Dar es Salaam and Umeå University.

Positions: Kristina is the chair of the Swedish Association for Sexuality Education (RFSU) and has worked to develop RFSU's idea debate and strategic development. She has also served as an Officer t Forum Syd with several foreign missions.

She is also a member of the board for IPPF, the largest sexual and reproductive health and rights in the world. Kristina is the vice chair of the Red Cross College.

Shirin Persson

Board member. Elected 2015. Born 1951. Lives in Falköping.

Selected education: Degree in law from the University of Sri Lanka in Colombo.

Positions: Shirin has worked for organisations such as Sida, the UN and Save the Children in several countries in Asia, the Middle East and Africa. Shirin is the local chair of the Red Cross's international law and refugee branch in Skaraborg.



Elisabet Perttu



Johan Sohlberg



Johan Wendt



Angelica Rage



Johan Strid

Elisabet Perttu

Board member. Elected 2010.
Born 1944. Lives in Pajala.

Selected education: Master's degree in teacher training. National training as vice-chancellor. Studies in alternative communication for children with development difficulties.

Positions: Elisabet has previously worked as a vice-chancellor and she has a long history with the Red Cross, including as chair of the Pajala Red Cross branch 1983–2001 and a member of Norrbotten district board 1993–1999. Elisabeth is a member of the board of Stiftelsen Dagmar och Axel Bildts donation.

Angelica Rage

Board member. Elected 2015.
Born 1950. Lives in Forshaga.

Selected education: Trained as a junior level teacher.

Positions: Angelica is retired and is the chair of the Red Cross branch in Forshaga. She was previously chair of the municipal council in Forshaga and she has extensive experience of administration within the municipal sector and of cooperation between municipalities. Johan is a Member of the finance committee of the Swedish Red Cross.

Johan Sohlberg

Board member. Elected 2015.
Born 1965. Lives in Västerås

Selected education: Degree from the Staff programme for officers of the reserve, Swedish Defence University, Stockholm. Degree from the Unit leader course, Swedish Navy Officer Training, Stockholm/Göteborg.

Positions: Johan is the cathedral parish clerk in the Diocese of Västerås. Johan has many years of international experience through assignments primarily for the International Committee of the Red Cross (ICRC) and the Swedish EOD and Demining Centre (SWEDEC). He has also been a member of the national board of Save the Children. Johan is the Red Cross ordinary board member of the foundation Folke Bernadottes Minnesfond. He has served as the chair of the Red Cross in Västerås.

Johan Strid

Board member. Elected 2015.
Born 1969. Lives in Stockholm.

Selected education: Bachelor's degree in political sciences from Stockholm University.

Positions: Johan is secretary general of the Swedish Parasports Federation and the Swedish Paralympic Committee. Johan was previously secretary general of the Swedish Scouting movement during an extensive re-organisation and also helped to develop the "square of influence" working method of decision-making. Johan is a Member of the Red Cross finance committee.

Johan Wendt

Board member. Elected 2015.
Born 1978. Lives in Stockholm.

Education: Degree in Civil Engineering (focusing on clean water/sanitation) from the Faculty of Engineering LTH.

Positions: Johan is the chair of Mattecentrum and Kodcentrum, two associations he founded and built up himself. Johan has experience of strategically and systematically developing and spreading an activity in the form of a membership-based association for young people. Today, he writes books, training materials, acts as a consultant in the non-profit sector and lectures. He is also a member of the board of UR, the Swedish Educational Broadcasting Company.

MANAGEMENT GROUP



Anders Danielsson



Anna Ernestam



Melker Måbeck



Therése Engström



Tord Pettersson



Sara Revell Ford



Marianne Winblad von Walter

Anders Danielsson

Secretary General. Born 1953.

Education: Law graduate, Lund University, trained police commissioner and reserve officer.

Previous positions: Director General of the Swedish Migration Agency, Director General of the Swedish Security Services (SÄPO), Police Chief Constable in Skåne and a number of senior positions at the National Crime Intelligence Division and the National Police Board in Sweden.

Board and committee memberships: Klarspråksnämnden [Clear Language board] and Insynsrådet [Transparency Board] of Östergötland County Council.

Tord Pettersson

Head of Department, Society Development. Born 1953.

Education: Sociology graduate Mitthögskolan i Östersund.

Previous positions: Various positions in social services and a number of positions at the Swedish Red Cross, including acting head of Voluntary Service and Society Development and regional manager for South Norrland.

Anna Ernestam

Director, Finance and Support Services. Born 1962.

Education: Economics degree Uppsala University.

Previous positions: Formerly an authorised public accountant at Deloitte & Touche, acting CEO of Vectura Consulting AB and Deputy CEO of Eniro 118 118.

Board and committee memberships: AB Göta Kanalbolaget.

Sara Revell Ford

Director, National. Born 1972.

Education: Master's degree from Uppsala University in International Economics

Previous positions: Secretary general of Friluftsförbundet, Innovation Director and Area Manager Europe at The Absolut Company and BTL Advertising & Events manager at Canon Europe.

Board and committee memberships: Member of the Board of Trustees of the World Wide Fund for Nature (WWF) and En Frisk Generation

Melker Måbeck

Director, International. Born 1968.

Education: Law graduate, Stockholm University and reserve officer.

Previous positions: Head of delegation for the International Red Cross and Red Crescent Committee (ICRC) in South Sudan, deputy head of ICRC's security division in Geneva, international delegate assignments for ICRC in several countries, including South Sudan, Afghanistan, Israel and Palestine.

Marianne Winblad von Walter

Director, Human Resources. Born 1969.

Education: Human Resources Programme, Uppsala University.

Previous positions: Nordic Head of Human Resources at Proffice Group, Director Human Resources at Teracom Boxer Group, Director Human Resources at NASDAQ OMX. Senior consultant with own company.

Therése Engström

Director, Communications & Fundraising. Born 1968.

Education: Master of Science in Industrial Economics Linköping University of Technology.

Previous positions: Head of the Fundraising unit, Swedish Red Cross, Head of Fundraising, Doctors Without Borders.

Board and committee memberships: The Vi kan mer [We can do more] society.

The Red Cross's mission is to prevent and relieve human suffering. Therefore, we are present along the entire path of refugees, from communities affected by wars and disasters to refugee camps and the border crossing between Turkey and Greece as well as rescue ships in the Mediterranean. Least but not least, we have a presence in Sweden, with volunteers like Berit, Mikael, Jamal and Alizar. We need their commitment, as well as yours, to achieve real change. Thank you so much for supporting us.



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