



# Annual Report 2015

The Board and the Secretary General of Save the Children Sweden (802002-8638) hereby submit the following Annual Report for the 2015 financial year. This Annual Report has been reviewed and approved by a certified public accountant and an elected auditor in accordance with good auditing practices<sup>1</sup>.

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<sup>1</sup> Good audit practices indicate that the audit has been carried out in accordance with internationally-recognised standards (ISA).

## MANAGEMENT REPORT

# 1. Save the Children Sweden – a child rights organisation

**SAVE THE CHILDREN SWEDEN** fights for children's rights in Sweden and in the world. For almost one hundred years, we have worked to change the living conditions of children in a world run by adults. We have become very good at it. We listen to children and know what it takes to create lasting change for children in vulnerable situations. Our knowledge, which is both broad and in-depth, has made us effective. We hold dialogues with policy makers and politicians - nationally and internationally. We state arguments and influence decision makers to change legislation and systems so that more children will be better off.

Save the Children's work leads to change. It is about working long term, using facts and knowledge and working together with children.

All the people who engage with, and support, Save the Children Sweden are child rights activists. Together we get results for children.

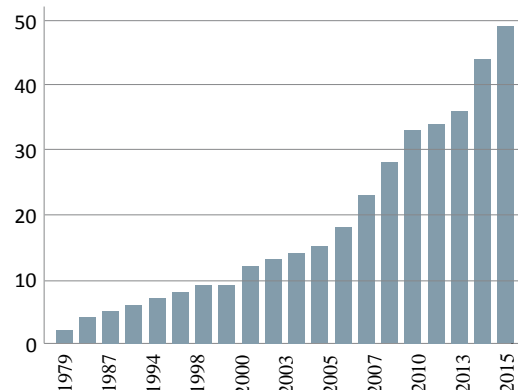


## History

When Save the Children was founded in 1919 in Great Britain many children were in need of help after the horrors of WWI. Children in wartorn Europe had been hit hard and the British activist Eglantyne Jebb created an organisation that took care of the needs of children exclusively. She was the first to launch the idea of children's rights and was one of the initiators of the Geneva Declaration - a precursor to the UN Convention on the Rights of the Child. Save the Children Sweden was formed a little later in 1919 by, among others, Ellen Palmstierna. Early work was concentrated in Europe, but over time Save the Children became a humanitarian and child-rights organisation also working to change the situation for children in developing countries.

The organisation has always worked to change policies and legislation to ensure children's rights are respected. Save the Children Sweden, for example, was a driving force behind Sweden becoming the first country in the world to ban corporal punishment and was very active in the introduction of the UN Children's Rights Convention in 1989, a supplement to the Declaration of Human Rights.

Countries with total bans on the corporal punishment of children



## 2. This is what Save the Children Sweden wants

**ALL CHILDREN HAVE** the same rights no matter where they are born or what background they come from. This is Save the Children's fundamental value platform based on the UN Declaration on Human Rights and the UN Convention on the Rights of the Child in which it is stated that all people have equal value and that children have special rights. Save the Children Sweden operations will help to ensure:

- That children are not subjected to discrimination, exploitation, violence or other abuses.
- That children can make their voices heard and influence their own situations.
- That children enjoy a safe and healthy childhood and an education that promotes self-reliance and provides relevant knowledge.

### Save the Children Sweden's vision

Save the Children Sweden's vision is a world in which every child has the right to survival, protection, development and participation.

#### Success factors essential to the achievement of these objectives

Save the Children Sweden has identified eight success factors.

The organization:

- can show that its work leads to better conditions for children.
- is a strong popular movement for children's rights in Sweden.
- possess the competence and capacity required.
- enjoys well-defined leadership at all levels of the organisation.
- has a clear profile and a strong position.
- is in budgetary balance, and has a stable and growing financial base.
- is a strong, leading member of the Save the Children Association.
- contributes to extending children's participation and influence.

### Save the Children Sweden's mission

Our mission is to inspire advances in the way the world treats children, and to achieve immediate and lasting change in children's lives.

### Save the Children Sweden's operational focus

Save the Children Sweden has chosen to prioritise the children who experience the most difficulty in having their rights respected and fulfilled, and has concentrated its resources on a few areas where it can make the most difference. The objectives in these fields are described in the Save the Children Sweden's Operational Focus for 2013-2016.

Within children's right to good governance (Child Rights Governance) Save the Children Sweden wants to ensure that:

- The rights of more children are respected in accordance with the UN Convention on the Rights of the Child.
- More civil society organisations and companies become strong, competent actors for children's rights.

Within children's right to safety and protection (Child Protection), Save the Children Sweden wants to ensure that:

- Fewer children are victims of violence, harassment or discrimination.
- Fewer children in Sweden show signs of mental ill health.
- Fewer children are separated from their families and more children are reunited with their families in the contexts of armed conflicts and natural disasters.
- More undocumented children in Sweden gain the right to education and health and medical care.
- Child refugees in Sweden gain the right to protection and a legally secure, and individual, asylum process.

Within children's right to education Save the Children Sweden wants to ensure that:

- More children are able to access good-quality and equal education.

These objectives have been transformed into concrete goals in the Save the Children Strategic Plan. Measurement of established goal indicators shows us how far we have travelled towards the achievement of these objectives.

### 3. This is how Save the Children Sweden works

**SAVE THE CHILDREN WORKS** to bring about lasting change. This can sometimes take a long time so both influence and change require knowledge and perseverance.

Together with the other Save the Children organisations globally, we have agreed on a common Theory of Change. This describes how we work together to improve conditions for children.

*Save the Children will be the voice:* We will influence and change society to safeguard children's rights and ensure that children's voices are heard, particularly the children who are most marginalised and living in poverty.

*Save the Children will be innovative:* We will develop and test new and sustainable solutions to children's problems.

*Save the Children will achieve results on a large scale:* We will implement initiatives for children that provide lasting results for as many as possible.

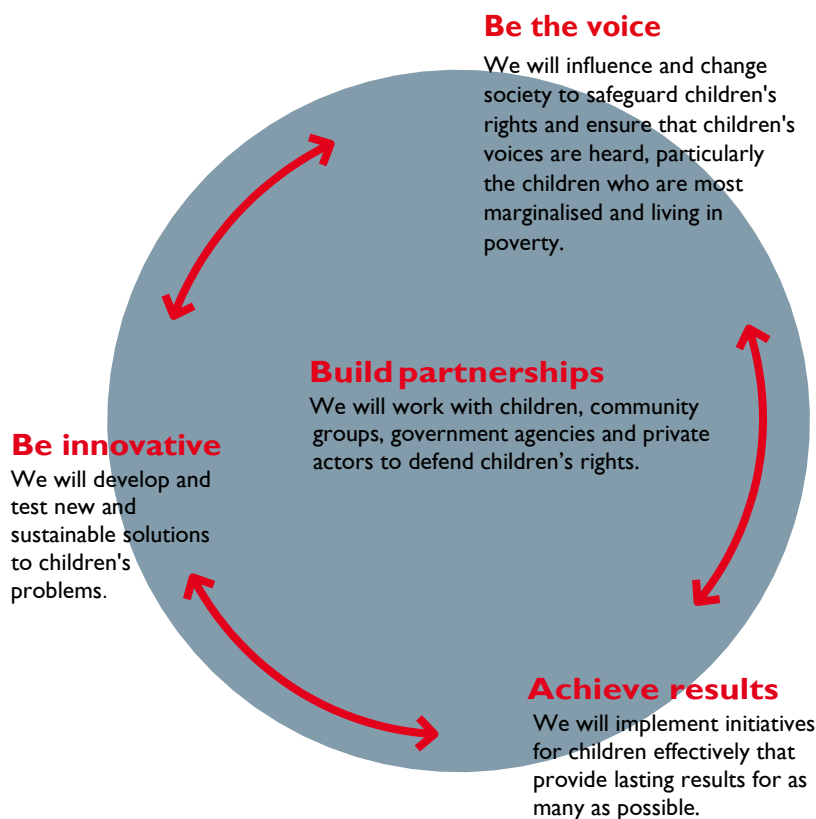
*Save the Children will build partnerships:* We will work with children, community groups, government agencies and private actors to defend children's rights.

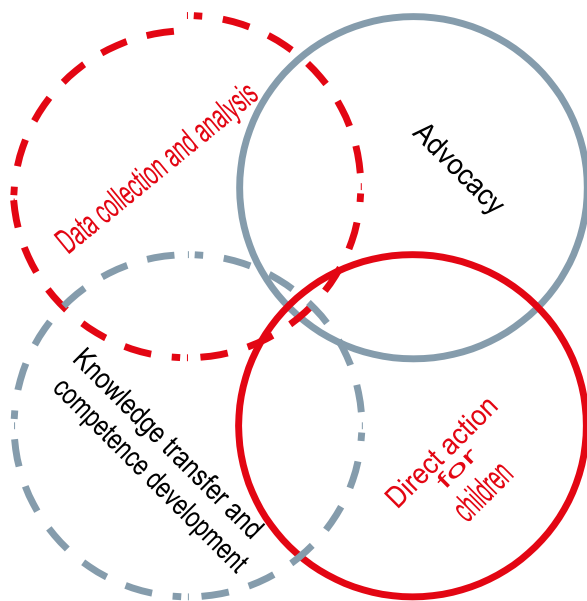
Our strategy is to work with four methods that may be combined to provide the best results:

*Data collection and analysis:* We will actively learn the facts and listen to what children themselves say. If we are to be credible, we must know what we are talking about and have a common knowledge base. We co-operate with researchers, documenting our experiences and testing methodologies and tools.

*Dissemination of knowledge and competence development:* We disseminate our knowledge to those who can

#### SAVE THE CHILDREN WILL





influence children's living conditions. By increasing knowledge about Save the Children operations, we will create commitment to the issues we deal with.

*Direct action for children:* We provide direct support to children, especially during humanitarian disasters. We also work directly with children and young people to gain more knowledge about issues, ideas for solutions and how to develop methods.

*Advocacy:* We are committed to raising awareness and influencing policy makers.

Our membership performs important advocacy work and we cooperate with local organisations and international bodies. We influence social institutions locally and regionally. This is accomplished through dialogue with, and imposing demands on, decision makers and raising awareness among the general public. The media is also an important tool in driving public opinion forward, influencing and changing attitudes and strengthening the Save the Children brand.

These values will be applied by Save the Children in all their operations: *responsibility, ambition, cooperation, creativity and integrity.* Briefly: *Responsibility* - We take responsibility for using our resources efficiently and achieving measurable results. *Ambition* - We set high standards for ourselves and our colleagues and our goal bar is high.

*Cooperation* - We respect and value each other.



*Creativity* - We are open to new ideas and willing to invest time and effort.

*Integrity* - We aspire to behave in an honest and exemplary fashion. We never compromise our reputation. We always act in the best interests of the child.

Save the Children will always be committed and courageous, competent and persistent. This will be reflected in the work that Save the Children undertakes.

#### Quick facts on Save the Children Sweden

Organisational form: NGO.

Save the Children Sweden was founded in 1919.

No. of members in Sweden 76 492.

Revenue 2015: MSEK 1 257

Costs 2015: MSEK 1 213

No. of permanent employees in Sweden: 252.

Save the Children Sweden operates in 175 municipalities in Sweden.

The Save the Children I Association consists of 29 member organisations from different countries of which Save the Children Sweden is one. Joint international operations are implemented in 119 countries via the operative arm Save the Children International.

## 4. Save the Children is a membership movement

**SAVE THE CHILDREN SWEDEN IS** a democratic membership movement, independent of all political and religious affiliations. We are a strong popular movement for children's rights in Sweden.

Membership commitment to Save the Children's work is fundamental to operations. Local branches in Sweden work actively with and for the children in their neighborhoods and communities, and are also involved in campaigns and humanitarian inputs.

Save the Children has 76 492 members (2015) in 181 active local associations organised into 25 districts. Operations are conducted in 175 municipalities in Sweden.

The National Association, district and local associations are separate legal entities with their own financial responsibility. Operational and financial years follows the calendar year. Save the Children's National Association Secretariat is in Sundbyberg and there are 11 offices in four regions in Sweden providing support to local branches. Regional offices support, promote and develop the voluntary activities of the local branches which may include support to training and the development of methods and providing advice on how to lobby for political influence.

Regional offices also run clinical operations with counsellors who receive children and young people in need of support. Save the Children Sweden National Association represents Save the Children Sweden at national and international level.

Members' representatives meet every year at membership meetings to discuss how Save the Children Sweden's work will develop and improve. The highest decision-making body is the General Assembly that takes place every other year.

The next General Assembly will be held in September 2016.

The General Assembly gathers together 120 delegates consisting of 100 representatives elected by membership, five representatives elected by Save the Children Sweden's Youth Council and the Board with its 15 members.

In the year between General Assemblies, a membership meeting is arranged. At this Conference, the previous year's Annual Report and Management Report, plus a report on the status of implementation of the previous year's General Assembly decisions, are presented. This meeting also provides an opportunity for membership and Board to meet to discuss future issues in order to develop the organisation and its operations.

### MembersMeeting 2015

On 18-20 September 2015 Save the Children Sweden held a membership meeting in Solna. Almost 200 people attended and Pernilla Baralt, State Secretary at the Ministry of Social Affairs opened proceedings. During the conference the membership movement discussed issues concerning the future and the type of organisation they wanted Save the Children to be in 2030. Based on this, the work on future issues will continue. The focus is on four areas: the Save the Children organisation from local to global, new commitment forms, children's influence and cooperation with external actors.

### Membership development

At 2015 year-end, membership stood at 76 492, an increase of 537 members as compared to 2014. Save the Children Sweden has, in recent years, focused on strengthening support for membership primarily to stimulate local branches' work with children's rights. In 2015, membership costs amounted to approximately SEK 22.5 million (2014: SEK 23.8 million).

In 2015 the number of active members fell (4 900 compared with 6 434 active members in 2014). This is a decrease of 1 534 active members. In 2015 local branches fundraised approximately SEK 4.4 million (3.3) for operations, which is an increase of about 33% as compared to 2014. This is due in large part to the local activities for refugee children.

The commitment among members to making an active contribution has increased. Not least in the case of children and families fleeing from conflict. Of Save the Children Sweden's 181 local associations, more than half have organised activities for refugee children, mostly at different shelters around the country. A total of 230 projects have been implemented, for example help with homework, discussion groups, language training, psychosocial support and support for meaningful leisure time. For the younger children it is often a matter of creating child-friendly spaces with

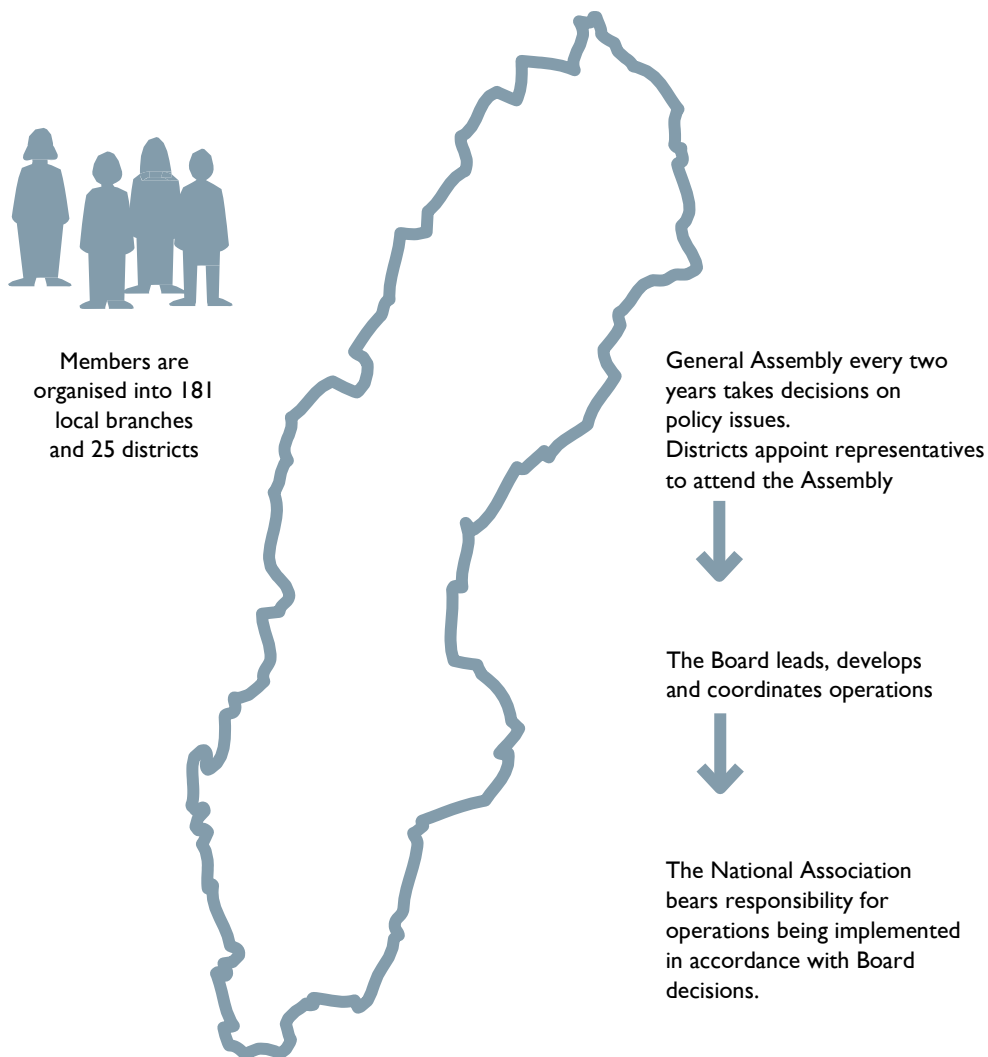
the opportunity to play and talk and enjoy a brief escape from their difficult experiences.

Many local branches have seen an influx of people who want to make a difference. In some cases this has meant that several new activities have started up in new places.

As support to the local branches, the National Association has continued to work with the branch development process (FUP). The aim is to be able to offer good activities to people who are interested and approach a local branch. The National Association has also supported the local branches with digital tools to measure, follow up and document operations.

Key ratios	2011	2012	2013	2014	2015
Funds raised by local branches	5.4MSEK	3.8MSEK	4.0MSEK	3.3MSEK	4.4MSEK
Membership fees	12.4MSEK	12.5MSEK	12.8MSEK	2.4 MSEK	12.0MSEK
No. of members	75 477	79 363	75 851	75 955	76 492

## SWEDEN





## 5. Save the Children's global organisation

**SAVE THE CHILDREN SWEDEN IS** part of a worldwide movement to protect children's rights. Globally, Save the Children consists of 29 Save the Children organizations in as many countries around the world and together we are one of the world's leading non-governmental child rights actors. We conduct joint operations in more than half the world's countries.

The Membership organisations meet annually at a membership meeting. These meetings are able to make decisions, but the focus is on dialogue to work out common views on issues that concern all member organisations. The Board of Save the Children's global collaborative association is appointed by the member organizations. In 2015, Save the Children Sweden's Chair Inger Ashing was a member of the Board. Work in the global movement is led by a Secretary General. All member organisations have a say and determine content for global strategies, changes in

aims, vision, mission and values, changes around how Save the Children's name is used, membership in Save the Children Association, and changes in statutes and regulations. In voting, each member organisation has one vote. Statutes and agreements govern joint activities and a global strategy has been agreed.

We also share responsibility for leading the work on various priority issues between the members. Save the Children Sweden coordinates global efforts concerning children's right to protection and efforts to protect children from physical punishment and other degrading treatment. Save the Children also coordinates work in the field of good governance for children's rights. This work is focused on convincing communities and states to invest public resources in children to ensure their rights are met.

Save the Children also plays a clear leadership role in global cooperation in terms of influencing companies to become actors for children's rights.



## GLOBALLY



Joint international operations are implemented via Save the Children International. Its Secretary General leads operations from the Secretariat in London and there are country and regional offices around the world. Advocacy offices in Addis Abeba, Brussels, Geneva and New York coordinate multilateral political lobbying for children's rights as concerns, for example, the African Union, EU and UN.

In this manner Save the Children collaborates globally so that operations are more efficient, easier to evaluate and generate results. Together we have greater impact and can achieve more sustainable results for children.

Save the Children Sweden supports programmes with funding, staff and methodological inputs in order to realise

Save the Children's common vision and goals. Save the Children International has set up goals to be achieved by 2016 within the fields of child health and nutrition, good governance, protection, education and humanitarian activities.

Save the Children Sweden contributes to these results through long term change promotion activities and humanitarian inputs primarily within the fields of good governance and protection.

Save the Children Sweden also provides special support for Save the Children in South Africa in that the Swedish Secretary General is a member of their Board.

## 6. Save the Children builds partnerships

**SAVE THE CHILDREN COOPERATES** with actors in Sweden and internationally so that operations are more efficient and achieve better results. Save the Children Sweden takes responsibility for the quality of this work and always evaluates results.

Save the Children Sweden cooperation with others is based on respect, openness and on shared values. By undertaking dialogue on an equal footing, we are able to agree on goals and methods so the work supported by Save the Children Sweden can be more efficient and goals attained more rapidly. We also learn from other organisations' experience.

Our cooperating partners include the children's own organisations and networks, government agencies such as Sida, and international bodies such as the EU, various UN agencies and regional bodies such as the African Union (AU).

Partnerships with private companies are growing and becoming increasingly important. We also work with universities, politicians and media.

### Cooperation with companies

Companies can play an important role in the work of promoting children's rights and Save the Children Sweden creates, together with these companies, sustainable improvements to children's lives. Our company cooperation may concern programmes, brand activities, financial support or resource support. All operations occur under the express objective of creating better living conditions for children.

Many companies have showed interest in long-term, in-depth collaboration with Save the Children Sweden as they wish to take greater responsibility for the society they operate in, socially and environmentally. Save the Children wishes to take advantage of this. In 2015 there was a positive development in the corporate cooperation model that has been established based on child rights principles. Save the Children has developed this concept jointly with Global Compact and UNICEF<sup>2</sup>. The fact that the companies we cooperate with in Sweden

wish to extend our collaboration became very clear when the refugee emergency hit Sweden in September 2015. Methods and tools designed to support companies in their integration of children's rights into their core operations have been used in various business areas both in Sweden and internationally.

The Save the Children Center for Children's Rights and Corporate Social Responsibility (CCR CSR) in China carries out advocacy operations, training inputs in factories and companies as well as providing advisory services to local and international companies on how they can implement child-rights principles in their operations. Special emphasis is placed on issues concerning migrant parents' rights plus child labour. This year operations have expanded in the region with projects in South and Southeast Asia.

Save the Children started up a special department for Corporate Cooperation for Children's Rights in 2015. There they are working on a strategic plan for how the organisation can open more global centres based on what has been learned from the China operations. Member organisations have also been trained on how to present these principles to corporate partners that have shown interest. Another target group are civil society organisations who also wish to work with us in order to integrate children's rights into their core activities and strengthen their knowledge and capacity and to promote child-rights issues in the private sector.

### Primary partners

IKEA/IKEA Foundation and Save the Children Sweden have cooperated since 1994. Global cooperation with the IKEA Foundation includes approximately 20 projects. In 2015 an agreement encompassing SEK 133 million was signed. Their soft toy campaign that has been underway since 2003 was concluded in 2015 having contributed a total of EUR 77 million to Save the Children and UNICEF. The IKEA Foundation also supports Save the Children's programme for children's right in India and Pakistan, including in a cotton programme in Pakistan where child labour has been a considerable problem. The IKEA Foundation and Save the Children have concluded an agreement which enables the immediate financing of assistance to humanitarian disasters and in 2015 this partnership has been considerably expanded within the humanitarian field.

<sup>2</sup> Children's Rights and Business Principles (CRBP)

This year IKEA, together with Save the Children, has participated in a corporate responsibility for children’s rights was discussed, including at CSR-Asia in Malaysia and forum where the Global Compact European Network in Berlin.

Save the Children is a beneficiary of the Swedish Post Code Lottery and since 2005 has received a total of approximately SEK 430 million. Core support that the Lottery allocates on an annual basis amounted to SEK 53 in 2015. These funds have been used for both Swedish and International programme operations and have made a substantial contribution to Save the Children Sweden’s work for children’s rights within several of its most important operational fields: prevention of violence against children, providing children with opportunities to make their voice heard and influence their situations and working to ensure that all children receive a safe and secure school education. Some of the humanitarian inputs in Sweden have involved taking care of unaccompanied child refugees and refugee families with young children.

During the year Radiohjälpen has supported Save the Children Sweden operations with a multi-year grant of approximately SEK 26 million which included SEK 9.6 million from their fundraising gala Children of the World, SEK 12 million from Disaster Relief for the refugee situation in Europe and Syria and SEK 3.8 million from Music Aid.

Funds from the Children of the World gala have financed various projects in Gambia, Rwanda and Senegal for children’s rights to safety and protection.

Music Aid has financed projects in South Africa and Zambia focussed on combatting HIV/Aids among children and young people. Several of these projects will be underway for around 18 months.

Save the Children Sweden has cooperated with the H&M Conscious Foundation since 2009 when financial support was provided for the newly-established CSR Centre in China. The H&M Conscious Foundation is an independent non-profit foundation whose aim is to contribute to long-term change for people and societies and education is one of their fields of interest.

Cooperation with the H&M Conscious Foundation now includes a project in Indonesia





where Save the Children is improving the quality of school education and a project in Romania where marginalised and vulnerable children are provided with the opportunity of attending preschool and primary school. In 2015 this Foundation has also contributed to humanitarian inputs in Nepal after the earthquake and to a project in Ethiopia where millions of children are threatened by malnourishment. Totally, cooperation over a three year period amounts to SEK 9.6 million.

Save the Children Sweden enjoys cooperation with a number of other important corporate partners: Accenture, Axfood, Clas Ohlson, Ericsson, Folkspel, God El/God fond, Santa Maria, Skandia, Söderberg & Partners, Willys and Vinge advokatbyrå. There is also close cooperation with 20 or more other companies.

In 2015 Save the Children Sweden has received pro bono services from Vinge, who through their legal support create better quality in our contracts and agreements and from Accenture, who has supported Save the Children Sweden with methodological and model development.

### **Collaboration with civil society and public institutions**

Save the Children Sweden collaborates with a range of actors such as county administrative boards, police authorities, social services, NGOs and business/industry within a number of projects. Examples of this are the projects entitled "Det handlar om kärlek" (It's about love) and "Kärleken är fri" (Love is Free) which are aimed at improving knowledge of rights among young people in discussions about honour-related violence and oppression. Save the Children Sweden is part of a network of NGOs who organise a support forum for children and young people who are exposed to honour-related

violence and oppression. The activity entitled "På lika villkor" (On Equal Terms) is aimed at improving childhood conditions for children in socio-economically disadvantaged housing areas in Sweden. Operations are underway in Stockholm, Gothenburg, Malmö, Borlänge and Umeå in collaboration with actors from all sectors of society: housing providers, local associations, municipalities, district councils, organisations, business and industry, government agencies and universities. Accenture, IKANO Group, IKEA and Skandia are all cooperating partner in this project.

Save the Children Sweden's project aimed at counteracting discrimination and other violations of human rights within sports is entitled *High Five*. Activities have been implemented with the help of Axfood and Skandia among others. In 2015, collaboration between municipalities and the SISU sports trainers has been developed and operations have, to a certain extent, been adapted to the refugee situation. During the year 88 sports clubs developed action plans for a safe and secure sporting environment.

The Save the Children Sweden Youth Association (RBUF) is a part of the Save the Children movement but is an independent organisation for children and young people up to 25. RBUF is a vital collaboration partner for Save the Children Sweden. Not least at local level where cooperation between RBUF groups and Save the Children Sweden local branches is underway. Certain projects such as *Ellen and Allan* are run jointly.

In cooperation with the Näringsliv and Samhälle adult study organisation (SNS), Save the Children Sweden is taking part in a research project entitled *Investeringar i likvärdiga livschanser* (Investment in equal chances in life) in which the report entitled *Hellre rik and frisk* (I'd rather be rich and healthy) has been produced. Future work on this project will deal with support to children in foster homes. The employees at the Centre for Children and Young People in Vulnerable Life Situations are part of the emergency support force mustered by the Swedish Civil Contingencies Agency (MSB).

# 7. This is how Save the Children Sweden is organised

**The GENERAL ASSEMBLY** is Save the Children Sweden's highest decision-making body. The Nominations Committee nominates the Board of Trustees with the objective of achieving broad, comprehensive competence and a balance between renewal and continuity.

Save the Children Sweden uses governing documents as points of departure for all operations. These consist of the Statutes and the Compass – guidelines for the period 2008-2016 which describe values and give a operational focus which sets out priorities. These form the framework which has been adopted by the General Assembly. The Board of Trustees establishes priorities for the work within this framework. A strategic Plan of Operations over four years and an activity plan for one year are established based on these governing documents. The current strategy period covers 2013-2016.

## 7.1 The Board of Trustees

The National Association Board of Trustees consists of a Chair, Deputy Chair and other members. They are appointed by the General Assembly. One member and a personal substitute are appointed by Save the Children Sweden Youth Council. Two additional members, who have rights of attendance and expression, are appointed by the unions. The Save the Children Sweden Board of Trustees is responsible for managing, developing, supporting and coordinating Save the Children Sweden operations and is the highest decision-making body in the period between General Assemblies.

The main tasks of the Board of Trustees are to:

- Work to ensure Save the Children Sweden develops in accordance with its statutes and General Assembly decisions.
- Bear responsibility for the planning, implementation and evaluation of all Save the Children Sweden operations.
- Bear responsibility for cooperation in the Save the Children Association and Save the Children International.
- Annually establish a plan of operations and budget for the National Association.

The Chair of Save the Children Sweden receives monthly remuneration of SEK 20 000 and the

Deputy Chair monthly remuneration of SEK 10 000. The member responsible for international collaboration is paid SEK 10 000 per month. Members of the Executive Committee and the Chairs of the Board committees each receive SEK 1 000 per month. No remuneration is paid if the Chair of a Committee is at the same time the Chair, Deputy Chair or member responsible for collaboration within the Save the Children Association. The other members and substitute members of the Board receive no fee. All members, with the exception of the Chair and Deputy Chair, receive compensation for loss of income. No pension provision is made for members of the Board. The Board held seven recorded meetings in 2015 and in addition three decisions were taken *per capsulam*.

## The Executive Committee

The primary task of the Executive Committee is to prepare the meetings of the Board. The Committee consists of Chair Inger Ashing, Deputy Chair Lise Bergh, Tomas Rydsmo and Åsa Ekman. In 2015 the Executive Committee held six meetings.

## The Remuneration Committee

The primary tasks of the Remuneration Committee are to regularly review the salary terms and employment contract of the Secretary General and the salary setting policies for senior officers of Save the Children Sweden. The Committee consists of Inger Ashing (Chair), Lise Bergh, Tomas Rydsmo and Åsa Ekman. In 2015 the Remuneration Committee held three meetings.

## The Audit Committee

The primary tasks of the Committee are to ensure that Save the Children Sweden accounting policies comply with accepted accounting principles and are applied in a proper manner. The Committee must also ensure that internal control of financial management is conducted in a satisfactory manner and monitor how the auditors' findings and recommendations are addressed in the organisation. The Audit Committee consists of Deputy Chair Lise Bergh (Chair), Fredrik Rosengren and Åsa Ekman. In 2015 the Audit Committee held six meetings.

**The Asset Management Committee** The purpose of this Committee is to provide direct support to the organisation in questions of management of funds, both long-term assets and short-term liquidity management. The Committee is to review the management policy for funds management and evaluate management performance. It is also to conduct an ethical review and evaluate whether the management of funds complies with management policy.

In 2015 the Board of Trustees consisted of the following members:

Name, location	Function	Profile	Attendanc
Inger Ashing, Stockholm	Chair	Degrees in political science and economics. Government Commissioner and national for young people not in education or employment Former CEO, Global Child Forum.	7/7
Lise Bergh, Stockholm	Deputy Chair	Lawyer State Secretary. Responsibilities include human rights and democracy. Former Secretary General of Amnesty International Swedish section.	7/7
Cecilia Abrahamsson, Stockholm.	Member	BA, Development and International Cooperation Communicator, Africa Group. Former Chair of the Network for the Children's Convention and Save the Children Sweden Youth Council	7/7
Åsa Ekman, Gothenburg	Member	Development sociologist, Childcare strategist, Jönköping Municipality Former democracy developer, youth coordinator and child rights consultant.	6/7
Oliwer Karlsson	Member	Member of Save the Children Sweden Youth Council. Youth representative, Lund Municipality	3/3
Martin Kvist, Malmö	Member	Social worker and PhD student, Malmö University	7/7
Bengt Lagerkvist, Umeå	Member	Senior lecturer, retired paediatrician and author.	6/7
Birgitta Lahti Nordström, Luleå	Member	Education consultant. Former employee of the Swedish National Agency for Education	7/7
Lisa Lundgren, Borås	Member	M.Pol.Sc. and former representative for Save the Children in South Asia.	7/7
Gustavo Nazar Toro, Lund	Member	Coordinator: norms and values, and anti- discrimination issues. Childcare strategist Educational Inspiration, City of Malmö.	6/7
Sona Rashid, Stockholm	Personal substitute for Sara Thiringer/ Oliwer Karlsson	Student of economics, intern at Swedish African Chamber of Commerce. Represented Sweden at the UN General Assembly in 2013.	6/7
Fredrik Rosengren, Stockholm	Member	Head of Finance, Swedish Tax Agency.	5/7
Tomas Rydsmo, Ljungskile	Member	Degree in political sciences, international development work. Principal, Dalsland Folk High Previously business developer Save the Children Sweden West	6/7
Anna Sivlér, Luleå	Member	Lawyer. Administrative Court Judge and head of Administrative Court in Luleå (also Migration Court).	4/7
Sara Thiringer, Stockholm	Member	Chair, Save the Children Sweden Youth Council.	4/4
Sofia Zackrisson, Stockholm	Member	Business developer, DemokratiAkademin.	5/7
Delvin Arsan, Anna Barkered, Samron Dawit, Madeleine Fridh	Additional members	Staff representatives, Unionen and SACO.	

The Asset Management Committee consists of two representatives of the Board: Lise Bergh (Chair) and Fredrik Rosengren. The other members are Hans de Geer and Kari Lotsberg. In 2015 the Asset Management Committee held five meetings.

### **The Membership Committee**

The Committee works to improve communication between the membership and the Board of Trustees, and to strengthen the democratic process and the sense of community within the organisation. Members of the Committee participate as Board representatives at Regional Council and other similar regional meetings. The Membership Committee consists of Birgitta Lahti Nordström (Chair), Martin Kvist, Bengt Lagerkvist and Sofia Zackrisson. In 2015 the Membership Committee held three meetings. In addition, the Committee participated in several meetings at which the members represented the Board of Trustees.

### **Collaboration Group: Save the Children Sweden – Save the Children Sweden Youth Council**

The purpose of the Collaboration Group is to review and evaluate, and thereby to strengthen and continuously improve, the relationship between Save the Children Sweden and Save the Children Sweden Youth Council (RBUF). This includes monitoring that signed agreements are complied with, and reviewing and evaluating forms of collaboration. Save the Children Sweden collaborates with RBUF in projects such as *Allan and Ellen* (conversation groups of and for young people). In 2015 the Collaboration Group consisted of Martin Kvist (convener until December 2015), Cecilia Abrahamsson (convener from December 2015), Sara Thiringer (until August 2015), Gustavo Nazar Toro (from December 2015), Oliwer Karlsson (from September 2015) and Sona Rashid. In 2015 the Collaboration Group held four meetings.

### **The Committee for Strategic Collaboration with Save the Children International**

The primary task of this Committee is to provide support to the Board of Trustees of Save the Children Sweden in the collaboration with the Save the Children Association and Save the Children International. The Committee consists of Inger Ashing (Chair), Deputy Chair Lise Bergh, Tomas Rydsmo, Lisa Lundgren and Cecilia Abrahamsson. The Committee held three meetings in 2015.

### **7.2 The Nominations Committee**

The Nominations Committee consists of Chair Rolla Akkache, Halmstad, Monica Ekström, Karlstad, Carin Johansson, Luleå, Lina Alberius, Stockholm, Ewa Hägglund, Sollefteå.

### **7.3 Auditors**

In 2015 the auditors consisted of Jonas Grahn, Authorised Public Accountant, PwC AB and Torbjörn Englund, elected auditor. Substitute auditors are: Erik Albenius, Authorised Public Accountant, PwC AB and Marie Rosengren Engström, elected substitute.

### **7.4 Secretariat**

The Secretariat of Save the Children Sweden is located in Sundbyberg, Stockholm. The Secretariat has been led by Secretary General Elisabeth Dahlin since September 2008. In 2015 the Senior Management Team consisted of Elisabeth Dahlin, Secretary-General, Charlotta Sterky, Deputy Secretary General and Head of Child Rights and Business, Anniken Elisson Tydén, Head of the International Programme, Jesper Nilsson, Head of Communications and Fundraising and Christine Engdahl, Head of Administration. Agneta Åhlund was replaced on 30 March by Ola Mattson, the current Head of the Sweden Programme. On 1 September the Senior Management Team was reinforced by Ulf Rickardsson, Chief Operating Officer. Administrator Carolina Widlund is coordinator and Secretary of the Senior Management Team.

### **The Save the Children Sweden Centre for Children's Rights and Corporate Social Responsibility**

The Save the Children Sweden Centre for Children's Rights and Corporate Social Responsibility (CCR CSR) in China is registered as a company in China and is wholly owned by Rädda Barnen Service AB which is in turn owned by the Save the Children Sweden National Association. The Centre receives support via the project entitled Companies as Actors for Children's Rights, which is financed by Sida (see *Save the Children Builds Partnerships* above).

### **7.5 Offices abroad/regional offices**

It has not yet been possible to hand over the programme in Sudan to Save the Children International. This programme has been managed by Save the Children Sweden since 2009. In preparation for the transfer, Save the Children Sweden and Save the Children International have conducted a joint review of the country office's policies, procedures and systems in an effort to bring them into line with Save the Children International. Save the Children Sweden bears the legal responsibility for this office but it is responsible for its own financial reporting in



accordance with directives from the Secretariat in Stockholm. Consolidation takes place periodically in the accounting of the National Association. There were 245 local employees at the Sudan office at year end.

## 7.6 Employees

The average number of permanent employees in Sweden in 2015 was 252, of whom 58 were men. Save the Children Sweden strives to achieve a gender balance and works actively to increase the number of men working in the organisation. See Note 7 for more facts regarding salaries, benefits, social insurance costs and average number of employees. The average number of project employees at the Save the Children Sweden Secretariat and the regional offices in Sweden was thirty-five, of whom six were men.

Save the Children Sweden staff consists of assistants, administrators and managers. The assistant category consists of assistants, receptionists and caretakers. The administrator category includes advisors, therapists, programme officials, grants managers, key account managers, business developers, communicators, marketers, editors, project managers, IT technicians, financial staff, HR specialists etc. The manager category with employee responsibilities includes Head of department, section managers and group leaders. Managers with no staff responsibility are assistant department managers, press managers, area directors, competence development managers and operations managers.

### Clearly-stated salary policy

Save the Children Sweden works to ensure the application of a clearly-stated salary policy which

includes policies and criteria for salary setting, and guidelines for salary reviews. The salary structure is on a level with similar organisations in Sweden.

The monthly salary paid to the Secretary General amounted to SEK 95 500 at the end of 2015. The Secretary General is appointed for a period of five years and has a period of notice of 12 months. In the event of notice of termination with no obligation to work, deductions are made if other employment is gained during the period of notice. Costs for occupational pension provisions under collective agreements amounted to SEK 475 752 in 2015. No further benefits or pension commitments in addition to the opportunity for salary transfer other than those which apply under the collective agreement are paid.

The Secretary General of Save the Children Sweden, Elisabeth Dahlin, also undertakes the following assignments: Chair of Children of the World, member of the Board of Radiohjälpen, member of the Swedish Press Council (PO), member of IKEA People & Planet Positive Advisory Group, member of supervisory council at the Swedish Intercountry Adoptions Authority (MIA), member of New Wave Group's Advisory Board for CSR issues and member of the Interim Advisory Group for Global Partnership to End Violence Against Children. All assignments apart from PO and MIA are unpaid. A fee of SEK 1 801 per meeting is paid at PO and SEK 975 per meeting at MIA.

Health and the environment is a question of strategic importance for Save the Children Sweden and in 2015 focus has been on safety and on increasing our preparedness as concerns threats and violence in existing and new operations. During the year we conducted our biannual employee survey Insight. Results have been followed up in action plans established on both overall and detailed levels.

The Working Environment Committee consists of representatives

Salaries 2015	Women	Men	Total
20 000 – 29 999	25	5	30
30 000 – 39 999	130	38	168
40 000 – 49 999	29	14	43
50 000 – 64 999	11	2	13
65 000 – 95 500	5	0	5
<b>Total</b>	<b>200</b>	<b>59</b>	<b>259</b>

The salary structure at the Save the Children Sweden Secretariat and the Swedish regional offices for permanent employees and their substitutes (not project employees) at the end of 2015.

from the employer and the unions Unionen and SACO.

### 7.7 Internal control

The Board of Trustees bears overall responsibility for internal control. The task of organising this control has been delegated to the Secretary General and then to Head of department. Both the Board and the Secretary General are responsible for monitoring internal control.

Save the Children Sweden has an internal audit function which reports directly to the Board of Trustees. The internal audit reports regularly to the Board's Audit Committee and evaluates internal controls and makes recommendations for continuous improvement. The internal audit is performed by the consulting firm Lind Andersson Consulting AB. Save the Children Sweden commissions external audit firms to perform the audits of operations overseas.

The Board of Save the Children Sweden has adopted guidelines for the external audit of operations. These set out how the audit is to be performed at different levels. The Save the Children Sweden Annual Report is examined by an authorised public accountant and an auditor elected by the General Assembly. Operations conducted by Save the Children Sweden overseas are audited by external auditors in each country. External and internal auditors examine operations conducted by Save the Children International. Since other actors are commissioned by Save the Children Sweden to conduct activities, an external audit is performed if these operations exceed a defined limit which at the present time amounts to SEK 284 000. The Audit Policy states that follow-ups and audits are to be carried out at all subsequent stages.

In 2015 Save the Children Sweden developed a system for monitoring local associations and districts. The purpose of the system is to ensure that local associations and districts conduct their operations and allocate their funds in accordance with the relevant governing documents. The system is under implementation and will be in use from 2016.

### Reporting and control of fundraising

Save the Children Sweden has a post-giro account that begins with 90, which means that the organisation meets the requirements that Swedish Fundraising Control stipulate for fundraising organisations. We also apply the quality code for NGO fundraising

developed by SFC. Save the Children Sweden's application of the code is examined every two years by an authorised public accountant. Since 2013 the outcome of our operations has been reported annually according to the guidelines for reporting outcome developed by SCF. The SCF code is examined by external auditors every two years. The next examination will take place in April 2016.

Save the Children Sweden reports regularly to members and donors on how the operations are conducted and how their donations are used. This is accomplished by means of annual and tertiary reports, the membership magazine *Barn* and the website [www.savethechildren.se](http://www.savethechildren.se).

### Policy to combat abuse

All employees and others who represent Save the Children Sweden in some manner have an obligation to protect children from abuse and exploitation and to ensure that Save the Children Sweden is a safe and secure organisation for children. In 2010 Save the Children Sweden adopted a policy for children's rights to protection from abuse and exploitation. This policy is in line with the Save the Children global policy which is based on the UN Convention on the Rights of the Child, Article 19. The purpose is to ensure that every member organisation within the Save the Children Association takes every measure possible to guarantee children's rights to protection from abuse and exploitation within its organisation and in all its work. In 2015 work began on strengthening procedures and improving knowledge and awareness among employees and active members. Procedures for reporting have been improved and our capacity to manage any incidents that may occur has been expanded.

### Anti-corruption

Corruption is one of the greatest barriers to progress. Save the Children Sweden, which conducts operations in several environments which are exposed to severe corruption risks, must be aware of this and use tools to manage these situations – both in Sweden and internationally. Consequently, continuous work is underway to develop and strengthen systems and guidelines which will prevent and counter corruption and irregularities.

The risk of corruption is to be taken into account in all planning and monitoring of operations. This is made very clear in the Save the Children Sweden policy concerning corruption and fraud. The policy also sets out the Save the Children Sweden approach to corruption: never accept, always act and always inform.

Our partner organisations are also encouraged to introduce a clearly-defined strategy and system to counter corruption and fraud.

## 8. Financial instruments

**SAVE THE CHILDREN SWEDEN HAS** built up a capital buffer for unforeseen events and to secure its work for children. The management of these resources is controlled by a policy which imposes strict demands regarding ethics, low risk and cost-effective management. The Asset Management Policy has been developed in accordance with the guidelines for design of investment policies which SFC (NGO Fundraising) has prepared for fundraising organisations, and the Save the Children Sweden policy has also been reviewed by Charity Rating. The policy has been adopted by the National Association Board of Trustees of Save the Children Sweden and is evaluated and revised annually.

The Asset Management Policy states that long-term asset management is to establish an expected return of 3% in real terms per year (after inflation) over a rolling five-year period. Meanwhile, the overall level of risk with regard to, for example, currency and credit risks in management must be low. This is to be achieved by means of global diversification, a relatively low proportion of equities, and strict limits on operative management. The Policy sets the framework for the proportion of capital that may be invested in equities, interest-bearing securities and alternative products. The share portfolio is to be managed close to index as far as possible.

In its asset management, Save the Children Sweden is to endeavour to be a responsible investor. The companies in which Save the Children Sweden invests are to be characterised by responsibility for the environment and reasonable social conditions, as well as good corporate governance. The companies included in the funds are to comply with the international conventions to which Sweden is a signatory. Save the Children Sweden follows the SFC guidelines which state that the ethical aspects of the management policy must be linked to the goals and purpose of Save the Children Sweden operations, that the goals are measurable and possible to monitor and that the investment policy is transparent.

The organisation aims to invest in companies which are, as far as possible, fossil free. That is to say, they do not trade in or produce fossil fuels<sup>2</sup>. At the present time more than 70% of the portfolio is fully fossil free and the aim is to successively increase this share.

Companies within the fossil fuel industry constitute a smaller proportion of the remaining 30% as a result of index exposure on global markets. Capital is invested primarily in index-linked unit trusts, fixed income funds and alternative products.

Save the Children Sweden invests only in companies which receive less than 5% of their revenue from operations that involve alcohol, pornography, tobacco or weapons. The aim is to successively reduce the total exposure to these areas.

Save the Children Sweden influences and supports companies in order to promote work with children's rights through the Child Rights Business Principles.

Save the Children Sweden also aims to exercise influence through asset management. Through its investment philosophy and the investment alternatives selected, Save the Children Sweden exerts an indirect influence on the market as a whole. Through its investments, Save the Children Sweden can also influence companies directly on issues that lie within the core area of the organisation.

Assets are managed by external managers. Save the Children Sweden places great responsibility on asset managers who are commissioned by the organisation, and conducts regular reviews of their performance. The asset manager is responsible for ensuring that asset management is carried out in accordance with the ethical criteria (international conventions and negative criteria) established by Save the Children Sweden. The asset manager may use external parties or internal resources to ensure that the management complies with these. In the event that management does not meet the criteria in significant respects, Save the Children Sweden will dispose of the holding in question.

A special report on long-term asset management performance and any deviations from established mandates and limits is followed up by the Committee and presented to the Board of Trustees together with the overall financial reporting.

<sup>2</sup> The result of the Asset Management Committee's examination of fossil fuels shows 70% fossil free investments.

## 9. Income and financial position

**Save the Children follows up** its operations on a regular basis in the form of reports, such as the Management Report, the Annual Report, tertial reports, annual staff reports, sustainability reports, impact reports and the SFC Quality Code.

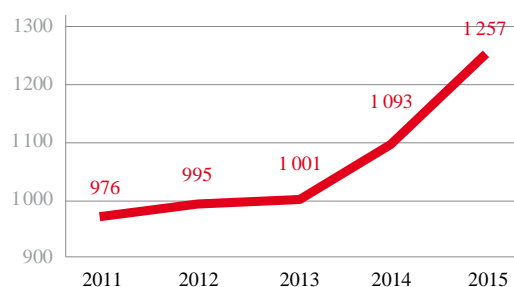
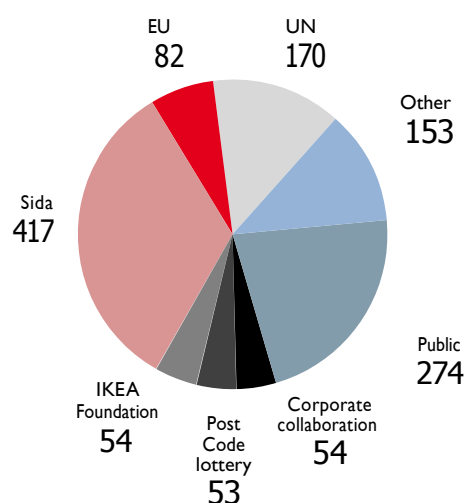
Our monitoring is based on annual and tertial reports from various aspects of our activities and indicators for achievement of long-term goals. Instruments for the evaluation of our advocacy and methods to estimate how many people we reach in our international programmes are also used.

### 9.1 Income

Save the Children's total income continue to increase in accordance with the organisation's ambition to expand its operations in order to strengthen children's rights.

Operating income amounted to SEK 1 257.3 million (1 93.6), an increase of 15%. Income consisted of membership fees, donations, contributions, net sales and other income. The fundraising costs/funds raised key ratios are a reflection of the increased donations we received as a result of the Child Refugee campaign.

Operating income



Save the Children operating income of more than 50 MSEK distributed according to Notes 3 and 4.

Increase of income over 5 years

Key ratios: contributions	2011	2012	2013	2013*	2014	2015
Contributions/operating income	57.5%	55.7%	53.1%	61.1%	66.1%	64.2%

The above key ratio for 2013 has been adjusted in accordance with new accounting principles to permit comparison with 2014.

Key ratios: funds raised	2011	2012	2013	2013*	2014	2015
Fundraising costs/Funds raised	16.1%	14.9%	15.3%	13.7%	15.4%	11.3%
Funds raised/operating income	40.1%	41.8%	44.9%	49.3%	41.1%	52.2%

Funds raised and operating income for 2013 has been adjusted in accordance with new accounting principles to permit comparison with 2014.

## Donations

In 2015, total revenue from donations increased by 23% and amounted to SEK 436.2 million (354.9 million), (Note 4). This increase was largely due to a greater number of monthly donors and increased income from bequests and corporate partnerships.

The Child Refugee campaign generated a total of approximately SEK 50 million, mainly contributed by the general public and companies.

Donations from the general public grew in 2015 and amounted to SEK 273.6 million (217.4 million), an increase of SEK 56.2 million, largely due to

increased monthly and spontaneous donations.

Income from monthly donations rose from SEK 162.7 million to SEK 177.8 million – an increase of SEK 15 million compared to 2014.

This was largely due to Save the Children's focus on increasing the number of monthly donors, and also

on the success of the Child Refugee campaign.

There were 102 284 (94 513) monthly donors by the end of 2015. Spontaneous donations increased by almost SEK 19 million, compared to 2014.

Private

individuals were able to initiate their own fundraising activities in 2015, and this generated SEK 4 million.

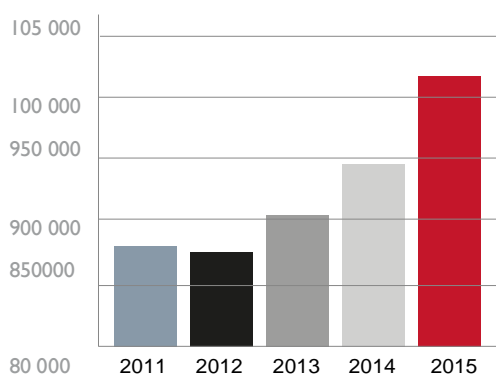
Income from bequests increased by almost SEK 10 million compared to the previous year.

Income from corporate partnerships increased to SEK 53.9 million (29.8 million) in 2015. This was mainly because existing corporate partners increased their donations to operations both in Sweden and at the international level. There were also new participants in this area.

## Donations in kind

Donations in kind to a value of SEK 131.2 million (5.8 million) were received in 2015<sup>3</sup>, largely due to donations from WFP and UNICEF.

No. of monthly donors



## Contributions

Total income from grants and contributions increased by more than SEK 85 million in 2015, to SEK 807.3 million (722.7 million), an increase of approximately 12%, (Note 4).

- Contributions from Sida during the year amounted to SEK 416.7 million (399.3 million). This represents 33.1% of Save the Children's total operating income. Sida finances a large proportion of the organisation's support to activities in more than 50 countries.
- Contributions from the EU amounted to SEK 82.3 million (34.9 million). The EU has financed, for example, initiatives in Ethiopia, in the Palestinian Occupied Territories, Sudan and Ukraine.
- Contributions from the UN amounted to SEK 170.5 million (149 million), of which SEK 98.3 million (98.1 million) was devoted to initiatives in Lebanon.
- Radiohjälpen's contribution in 2015 amounted to SEK 13.2 million (8.8 million). This increase was largely due to initiatives in Greece, Peru, Rwanda and Serbia.

## Membership fees

Membership fees have been relatively constant over the past year. Income from this source amounted to SEK 12.0 million (12.4 million) in 2015.

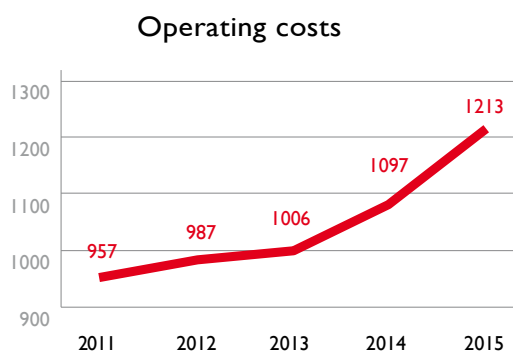
## Net turnover and other income

Net sales (the sale of goods and services) and other income amounted to SEK 0.7 million (1.2 million) in 2015.

## 9.2 Costs

Save the Children's operating costs cover project costs and fundraising and administration costs. Project costs are costs for performing functions in accordance with Save the Children Statutes in order to achieve concrete results for children. They are a direct result of activities to meet this goal. Save the Children's total operating costs for 2015 amounted to SEK 1 213.1 million (1 097.6 million), representing an increase of 11% compared to 2014.

<sup>3</sup> Not reported in Income Statement in accordance with good auditing practices.



### Project costs

Save the Children project costs comprise programme costs and also membership costs (see Notes 5 & 6), that is say costs for conducting operations in Sweden and other countries and support for the membership movement. During the year, these costs amounted to SEK 1 098.9 million (989.7 million).

### Priority operating areas – resource allocation and impact measurement

The map<sup>4</sup> on the next page shows where operations were located in 2015 and how these costs are allocated regionally and by operational area. Humanitarian inputs are also indicated. Save the Children operations cover both humanitarian inputs and long-term development.

### Children's right to good governance (MSEK 135.5)

This involves ensuring that states do what is required to fulfil the rights of all children. This is based on the UN Convention of the Rights of the Child and Save the Children endeavours to ensure that governments develop and strengthen structures that enable them to live up to the Convention. We encourage states to submit reports to the UN Committee for Children's Rights and support the submission of supplementary reports by local organisations in other countries. Save the Children Sweden submits a supplementary report that cites implementation weaknesses concerning the Convention in Sweden. We measure impact by examining how many statutory amendments are actually enacted, and also any concrete modifications of budget processes applying a child rights perspective. In addition, we monitor the extent to which children's rights are fulfilled in accordance with the Convention and the extent to which countries comply with recommendations from the UN Committee. The children's own experiences and opinions are a self-evident factor in the measurement process.



### Children's right to safety and protection (MSEK 246.8)

This involves operations to prevent violence against children and to protect children exposed to violence or abuse and provide the rehabilitation to which they are entitled, for example via national social security systems. Save the Children helps children who have witnessed violence in the home and strengthens the rights of unaccompanied children. This also involves the child's right to psychosocial support, freedom from sexual abuse and violence and ensuring that children can be with their families or other safe adults.

Save the Children Sweden measures impact by examining how many statutory amendments are enacted to improve the protection of children and the extent to which violence against children is actually reduced. How well public institutions and civil society function is monitored and the effects of education in alternative methods of bringing up children.

### Children's right to education (MSEK 86.1)

Save the Children Sweden works to further the right of all children to receive a satisfactory education and to ensure that states invest sufficient resources in this sector. Work is underway to reduce violence and abuse in the school environment and to ensure that education is available to children in war or armed conflicts. Save the Children is endeavouring to ensure that the rights of all children in Sweden – especially the most vulnerable – are fulfilled.

<sup>4</sup> In the digital version of this report in the map there are links to film clips from various parts of the world.

# Save the Children works all over the world

Under the heading for each region, we list the countries in which operations were conducted in 2015, with a summary of costs rounded off to the nearest SEK million.

The coloured circles indicate Save the Children Sweden's priority operating areas with a total allocation of more than SEK 500 000 in 2015.

The priority operating areas are:

- Children's right to protection
- Children's right to good governance
- ★ Children's right to education

The stars show countries in which humanitarian inputs and disaster relief activities were conducted in 2015.

## SWEDEN

### REGIONAL OFFICES

BORLÄNGE	GÖTEBORG
KARLSTA	LULEÅ
MALMÖ	NORRKÖPING
STOCKHOLM	UMEÅ
VÄNERSBORG	VÄXSJÖ
ÖSTERSUND	

### EXAMPLES OF OPERATIONS

- Refugee children
- Child poverty
- Parental support
- School democracy
- Discrimination in sports

**TOTAL: SEK 86 million**

## LATIN AMERICA

ARGENTINA  
BRAZIL  
CHILE  
COSTA RICA  
ECUADOR  
EL SALVADOR  
MEXICO  
PARAGUAY  
PERU  
VENEZUELA

### EXAMPLES OF OPERATIONS

Efforts to influence the prevention of corporal punishment of children and to reinforce positive parenthood.

Monitoring of budgets to strengthen the implementation of children's rights.

Countering sexual abuse of children and increasing awareness among children and young people about Internet security.

**TOTAL: SEK 24 million**

## WEST AND CENTRAL AFRICA

BENIN  
BURKINA FASO  
KAP VERDE  
CENTRAL AFRICAN REPUBLIC  
DEMOCRATIC REPUBLIC OF THE CONGO  
Cote d'Ivoire  
GAMBIA  
GHANA  
GUINEA  
GUINEA BISSAU  
LIBERIA  
MALI  
NIGER  
NIGERIA  
SENEGAL  
SIERRA LEONE  
TOGO

### EXAMPLES OF OPERATIONS

Support for children's organisations' own efforts to influence opinion.

Strengthening of local children's rights committees part of the national system for the protection of children against violence and abuse.

Efforts to stop the female genital mutilation.

**TOTAL: SEK 92 million**

## SOUTHERN AFRICA

MOZAMBIQUE  
SOUTH AFRICA  
BOTSWANA  
SWAZILAND  
ZAMBIA  
ZIMBABWE

### EXAMPLES OF OPERATIONS

Supporting the efforts of NGOs to monitor media coverage of children's rights and children's media participation.

Support for children's rights coalitions: monitoring budgets and countries' commitments to reinforcing the implementation of children's rights.

Protection of refugee children.

**TOTAL: SEK 60 million**

## OVERALL REGIONAL PROGRAMME

**TOTAL: SEK 221 million**

**INCOME**

Membership fees	12 million
Donations	436 million
Contributions	807 million
Net sales	1 million
Other income	1 million
<b>TOTAL INCOME</b>	<b>1 257 million</b>



40% of programme costs have been devoted to humanitarian and disaster relief inputs, also largely conducted within priority operating areas.

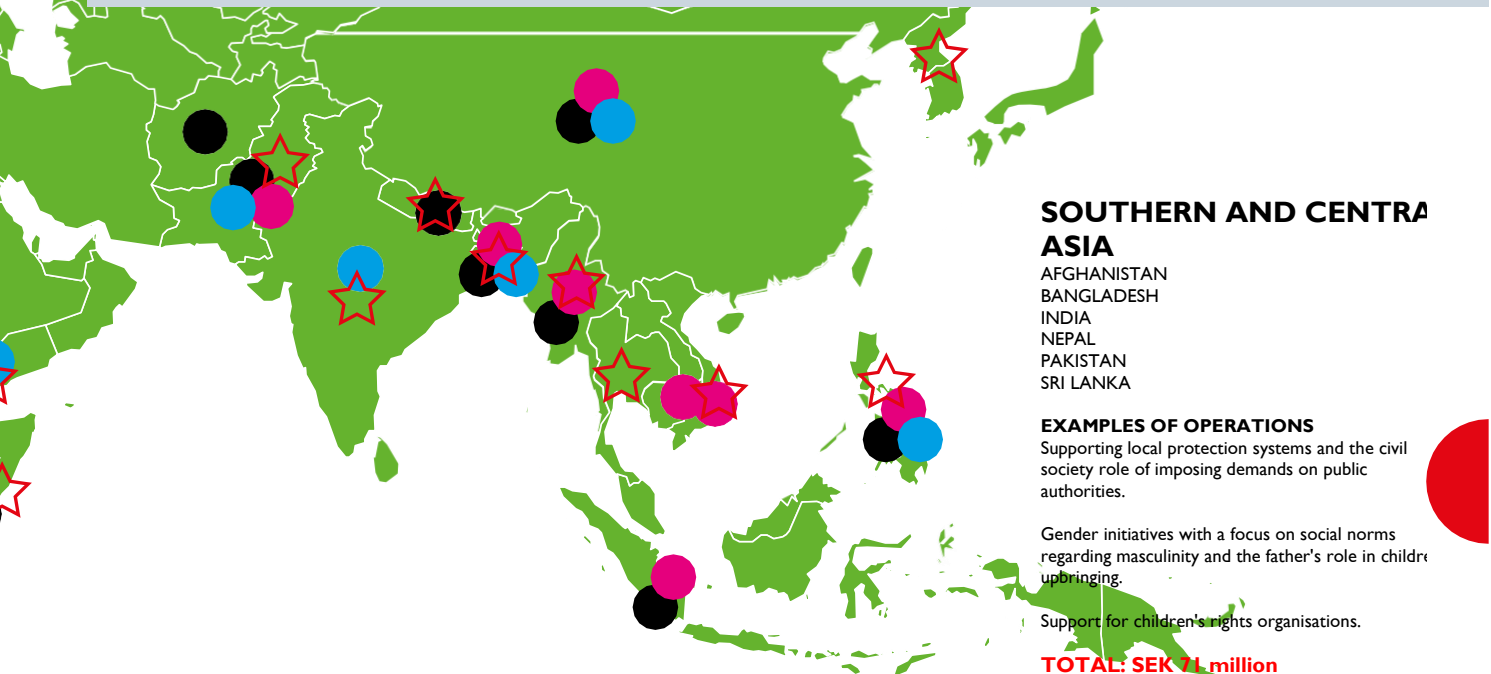
**COSTS** per area

Children's right to protection	247
Children's right to education	86
Children's right to good governance	135
Health, HIV/AIDS, nutrition, livelihood	142
Humanitarian: inputs and coordination	88
Multi-thematic	102
Programme support initiatives in other countries, local/regional	245

**TOTAL PROGRAMME OPERATIONS**

(Same as for costs for regions on the map) **1046**

Project costs (see Note 6)	30
Membership costs	22
Collection costs	74
Administration	40
<b>TOTAL COSTS</b>	<b>1 213</b>



**SOUTHERN AND CENTRAL ASIA**

- AFGHANISTAN
- BANGLADESH
- INDIA
- NEPAL
- PAKISTAN
- SRI LANKA

**EXAMPLES OF OPERATIONS**

Supporting local protection systems and the civil society role of imposing demands on public authorities.

Gender initiatives with a focus on social norms regarding masculinity and the father's role in children upbringing.

Support for children's rights organisations.

**TOTAL: SEK 71 million**

**EAST AFRICA**

- ETHIOPIA
- KENYA
- RWANDA
- SOMALIA
- SOUTH SUDAN
- SUDAN
- TANZANIA
- UGANDA

**EXAMPLES OF OPERATIONS**

Humanitarian inputs for children's right to protection and the protection of children who have fled from conflict areas.

Education to prevent corporal punishment of children and to reinforce positive parenting.

Influencing African training centres for military and peacekeeping forces to integrate children's rights into training procedures.

**TOTAL: SEK 169 million**

**EURASIA**

- GREECE
- KOSOVO
- LITHUANIA
- MOLDOVA
- ROMANIA
- SERBIA
- UKRAINE

**EXAMPLES OF OPERATIONS**

Countering the discrimination of Roma children and children with disabilities, and supporting their access to school education.

Humanitarian inputs in the Balkans and Ukraine and assisting children and their families who have fled across the Mediterranean.

Improving the participation of children.

**TOTAL: SEK 49 million**

**MIDDLE EAST**

- ALGERIA
- EGYPT
- IRAQ
- YEMEN
- JORDAN
- LEBANON
- MOROCCO
- OCCUPIED PALESTINE
- SYRIA
- TUNISIA
- TURKEY

**EXAMPLES OF OPERATIONS**

Humanitarian inputs for children's right to protection and the right to education.

Education to prevent corporal punishment of children and to reinforce positive parenting.

Improving the situation for children with disabilities

**TOTAL: SEK 188 million**

**SOUTH EAST ASIA AND PACIFIC REGION**

- CAMBODIA
- CHINA
- INDONESIA
- NORTH KOREA
- MALAYSIA
- MYANMAR
- PHILIPPINES
- THAILAND
- VANUATU

**EXAMPLES OF OPERATIONS**

Measures to counter discrimination, inclusion and disabled children's rights.

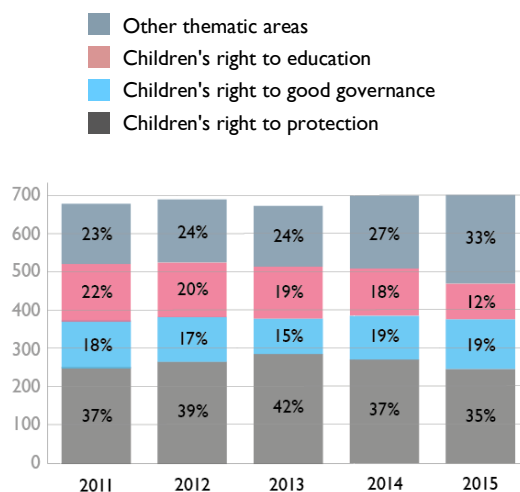
Support for children's own organisations.

Efforts to prevent violence against children.

**TOTAL: SEK 86 million**



### Programme costs per operating area



The percentage distribution of costs in the last five years per operating area (excluding programme support costs). The increase in other theme costs is due to humanitarian inputs.

Impact is measured by examining the extent to which municipalities fulfil Save the Children school requirements, and whether politicians and officials base their activities on the relevant advocacy goals. We monitor the extent to which various countries comply with the UN Children's Committee recommendations.

#### Humanitarian inputs

In 2015, 40% of total programme costs were devoted to humanitarian inputs, for example in the DRC (Congo), Ethiopia, Philippines, Iraq, Yemen, Lebanon, Sudan and Ukraine. In Sweden too, Save the Children has carried out humanitarian activities for refugee children. In the humanitarian area, assistance is provided in fields other than the three priority areas described above. Support measures are adjusted in accordance with an individual humanitarian needs analysis.

#### Regional distribution

Greatest cost increases at regional level:

- Eurasian region (Ukraine crisis).
- East Africa (major drought in Ethiopia, disaster preparedness in Rwanda and initiatives for children's rights in Sudan).
- West and Central Africa (initiatives to counter violence against children in Congo) and for children who lack care, and for operations in Senegal.
- Supra-regional initiatives (partly due to the refugee crisis and other humanitarian preparatory measures).

#### Costs: Refugee children

Initiatives for refugee children have involved costs of approximately SEK 100 million, to which the general public, EU, UN, companies, Radiohjälpen and Sida have contributed. Save the Children has been involved with refugee children in, for example, Greece, Iraq, Yemen, Lebanon, Serbia, Syria and Ukraine. SEK 11.3 million has been devoted to efforts in Sweden to help refugee children. Funds raised will also defray costs for measures to be taken in 2016.

Examples of measures to help refugee children at international level:

- Child friendly spaces that provide a secure area for children where they can play, receive education and psychosocial support.
- Mother/child facilities where pregnant women and nursing mothers can receive information and support.
- Education for children.
- Distribution of food and water.
- Preparation for winter – warm blankets and clothes.

Examples of measures to help refugee children in Sweden:

- Welcome packets for children with toys and easy-to-read information about Sweden.
- Short-term accommodation for families with children who have not yet applied for asylum in cooperation with Red Cross and the Stockholm City Mission. Save the Children emergency telephone for unaccompanied refugee children.
- Mobile child friendly spaces.
- Introduction films on social media concerning reception, child safety and rights.
- Basic training for volunteers with a focus on child safety, psychological first-aid, child friendly spaces.

#### Fundraising and administration costs

Fundraising costs in 2015 amounted to SEK 74.2 million (69.1 million). This increase is part of Save the Children's efforts to achieve a stable, long-term financing solution. Since 2014, inputs have primarily been devoted to improving the recruitment of monthly donors.

Administration expenditure is necessary to ensure good quality control, both internally and externally. In 2015, such costs amounted to SEK 40 million (38.8 million). During the year, fundraising and administration costs represented 9% (10%) of total income.

In view of the expansion of operations in 2015, fundraising and administration costs are expected to increase 11-12%, in line with previous years. Save the Children's ambition is that such costs will be maintained at a reasonable level in relation to the funds devoted to operations. This level must ensure that we can live up to internal and external requirements, comply with guidelines and regulations and provide satisfactory internal controls.

As a result, administration costs must be considered in relation to the value they create for Save the Children Sweden goals.

### 9.3 Financial position

Save the Children Sweden earnings, following the allocation of income for the year, amount to SEK 6.8 million (-4.5 million). The increase in income for the year is due to efforts to increase the number of monthly donors, bequests and the autumn fundraiser for refugee children.

Reserves for project funds for the year, as a result of donations that have not yet been used in operations and unrestricted allocations in accordance with Board decisions, amount to a total of SEK 70.7 million (40.7 million). The major proportion of reserves for the year involve allocations of SEK 40.6 million (30.2 million) determined by the Board. This includes an allocation of SEK 20 million from campaign revenues received in 2015 for continued support to refugee children in 2016. SEK 10 million was allocated from non-restricted equity (i.e. the Rädde Barnen Fond and capital carried forward).

As per 31 December 2015, non-restricted equity amounted to SEK 275.5 million (258.7 million). Save the Children Sweden's ambition is to achieve equity that corresponds to one year of operating costs in accordance with SFC guidelines.

The remaining SEK 29.1 million involves allocations for project funds from donors that were not utilised in 2015. This includes allocations to the Save the Children Humanitarian Fund from the Refugee Children campaign. The utilisation of project funds from previous years amounted to SEK 21.4 million (33.3 million).

### 9.4 Yield income, long term capital management

In accordance with the Save the Children Sweden Capital Management Policy, the long-term portfolio is to fulfil an annual yield target of 3% in real terms over a rolling five-year period.

Capital management is to be accomplished mainly via external management and the share portfolio is to be roughly in line with index. Capital managed is to be placed in one of the three following types of assets: shares, interest-bearing or alternative investments. As per 31 December 2015, the market value of the long-term funds under management mounted to SEK 334.4 million. The trends in long-term capital management operations were relatively modest in 2015, with a total yield of only 1.8%. This was mainly due to two factors: a turbulent equities market in the autumn of 2015, with substantial fluctuations and weak increases and a reduction of the repo rate to a negative value, substantially reducing the yield on the interest-rate portfolio which represents more than half total investments. In order to counter this, the Investment Committee has decided to increase exposure to the equities market and to review investments in accordance with the alternative mandate.

Costs by operating area	2011	2012	2013	2013*	2014	2015
Project costs; Programme	839.7	865.9	876.3	876.3	965.9	1 076.4
Project costs; Members	21.5	22.3	20.5	20.5	23.8	22.5
Fundraising costs	62.9	62.1	68.8	68.8	69.1	74.2
Administration costs	33.1	36.8	40.8	40.8	38.8	40.0
Total costs	957.2	987.1	1 006.3	1 006.3	1 097.6	1 213.1**
Total income	986.7	1 007.5	1 016.5	1 032.0	1 100.5	1 269.3*
Fundraising & Administration/ Total income	10%	10%	11%	11%	10%	9%

\* Total income for 2013 has been adjusted in accordance with new accounting principles in order to allow comparison with 2014.

\*\* Total income, including Save the Children Sweden income from financial investments.

The average fixed management cost for the total investment portfolio represented 0.28% as per 31 December 2015.

The management cost mainly consists of a fixed percentage based on the volume managed rather than the yield amount. This cost has been relatively stable in recent years.

As per 31 December 2015, the market value of the Save the Children Sweden long-term investment portfolio amounted to 26.6% of income

and 71.6% of equity. In addition to its long-term portfolio, Save the Children also uses short-term liquidity management to deal with liquidity risks and maintain a satisfactory payment capacity. These funds mainly consist of bank holdings.

### 9.5 Foundations managed

As per 31 December 2015, Save the Children managed six foundations whose restricted capital amounted to a book value of SEK 23.9 million at year end, and market value and cash and cash equivalents amounted to SEK 37.3 million.

## 10. Significant decisions and events in 2015

### Refugee children

When people started to escape from war and disasters across the Mediterranean on a scale never previously experienced, Save the Children Sweden revised its operations and reallocated its resources. As early as the spring of 2015 a decision was taken that national operations would have to give priority to the satisfactory reception of children who came to Sweden. Almost 163 000 individuals applied for asylum in Sweden in 2015. 70 000 of them were children and 35 000 of them arrived without either of their parents. During the autumn, the situation became even more acute and Save the Children Sweden decided to focus on a refugee response process in Sweden and, for the first time, international humanitarian personnel were working in positions in Sweden. Save the Children operations have been there all along the line, in refugee camps such as Zaatari in Lebanon, in Greece where refugees stepped ashore from rubber dinghies and in Sweden where Save the Children Sweden established child friendly spaces and operations in refugee accommodation centres.

### Opinion building

Save the Children initiated its “Otyst” (Unsilent) campaign during the Almedal Political Week on Gotland to draw attention to refugee children and to develop public involvement with the child perspective. The message “Not one child will die in the Mediterranean” made a strong impression in the public debate.

The “Otyst” campaign and the extensive lists of signatories petitioning for legal routes to Europe resulted in 130 000 signatures being presented to the Minister of Justice, Morgan Johansson at a Minister Meeting in Brussels in the autumn. This was one of the ten largest lists of its kind in modern times in Sweden, and this strong support from the Swedish public gave us special encouragement in our efforts to influence public opinion. It also attracted attention from other EU countries and from affiliated organisations.

Nonetheless, it was not long before new political decisions concerned border controls made life more difficult for refugee children. Save the Children continues to maintain that these children should not face closed borders. Europe can do better than this.

For the first time in 2015, Save the Children launched a report entitled *State of the World's Fathers*. Save the Children in the United States has for many years published its *State of the World's Mothers* report. The idea underlying the *Fathers* report is to give prominence to the role of boys and men as regards the survival and development of children. It is important to start to work with fathers and brothers if we are to promote girls' opportunities.

This report was launched in several major cities around the world and gave rise to discussions on the importance of always including male aspects in issues that involve gender.

### Fundraising

A great deal of funds were collected in short order to help refugee children. Save the Children Sweden gained many new monthly donors and previous monthly donors increased their contributions. Individuals and companies have donated and Save the Children Sweden participated in the TV4 *På Flykt* campaign. Some of the funds raised have been used in other European countries through which refugees move, for example Greece. A great proportion of the funds raised will be utilised in 2016 in order to continue to help children along the transit route, and in Sweden.

### Global vision

In 2015, Save the Children Association presented a common, historic vision for the first time. We now have a global ambition and strategy and a concentration of all our efforts in order to achieve three overriding goals by 2030:

No child dies from preventable causes before their fifth birthday; all children learn from a quality basic education; violence against children is no longer tolerated. We have also established joint concrete goals for 2016-2018. This vision is also Save the Children's contribution to the achievement of the new global Sustainable Development Goals.

### Organisational changes globally

In 2015, Save the Children in Brazil decided to leave the organisation. Save the Children will, however, continue to work with partners in Brazil via the regional programme.

### Future issues

Local branches, districts, the Save the Children Youth Association, the Board of Trustees and officials have been involved in a future report, discussing Save the Children's role in Sweden and the world, our communications and culture, our organisational structure and ideological and policy issues. A proposal for a new operational focus and a new Compass for Save the Children will be presented at the General Assembly in 2016.



# 11. External factors that affect the organisation

**The war in Syria** which is now in its fifth year is one of the worst humanitarian disasters in modern time. It has affected all the countries in the region, Europe and Sweden, not least due to the increased flows of refugees. The situation in Afghanistan, in the Horn of Africa and in North Africa led to many people fleeing to find protection. In 2015 there were around 60 million people on the move, trying to find refuge somewhere in the world. This has, and will continue to, affect the focus of Save the Children Sweden's operations for a very long time.

When national development assistance funding is reduced in order to finance refugee reception, which occurred in 2015, this also affects our opportunities, and the opportunities of other actors, to work for vulnerable children. Denmark and Finland experienced even more severe cuts to development funds than Sweden did, which in turn affects Save the Children's joint operations in Asia on, for example, children's right to good governance and children's rights to protection. A similarly worrying trend can be observed in other European countries.

## Humanitarian disasters

This year natural disasters have also impacted the focus of operations. The earthquake in Nepal in April required major humanitarian inputs. Due to fighting in the Yemen there are 21 million people in acute need of support there. Of these 9.9 million are children. Ethiopia is facing its worst drought for more than 50 years. More than 10 million people need emergency assistance. The consequences of the Ebola epidemic in West Africa have required continued inputs during the year and many conflicts in African countries mean that children are especially vulnerable.

## Humanitarian work difficult

In spite of what is desperately needed, operating space for civil society in many regions has decreased as have opportunities to input humanitarian assistance. This means that what had previously been self-evident rights such as

protection of civilians and hospitals are no longer respected in several of the armed conflicts currently underway. When humanitarian aid organisations become targets in the fighting the situation for the people in need of help is exacerbated.

Basic human rights and democratic values are increasingly questioned.

People's opportunities to organise and civil society's opportunities to work freely have been limited. In the last decade, more than 90 countries have introduced legislation to limit the operations of their civil societies and consequently the opportunities for international donors to support them.

## Children's rights questioned

Today the Children's Convention is virtually globally ratified. However a general weakening of political and civil rights has also affected children's rights. There has been a discussion since this Convention came into being on whether children's rights should be subsidiary to the rights of the family, as is the situation in a number of countries. This has become much more clearly defined over the course of the last few years in discussions on the sexual and reproductive rights of young people. Several countries do not wish to accept these. The increased focus on the family in international arenas prevents developments in this area and the acceptance of children's rights.

## Sustainability Goals show the way

The Sustainable Development Goals adopted by the General Assembly of the UN in the autumn of 2015 will impact the focus of all the organisations working with development issues. For Save the Children Sweden, it is vital to work to end violence against children as a goal in itself and as a sub-goal in several other operational areas.

New global undertakings as concerns the financing of development operations will also have an effect. Save the Children Sweden has, in global collaboration, influenced the content primarily as concerns children's right to protection, violence against children and accountability. The new global climate agreement signed in Paris in December is also a factor that will impact Save the Children in the long term.

## 12. Significant events after the end of the financial year

### Sida allocations

There will be a reduction of 7% in the 2016 Sida budget for civil society support. This will affect all Sida umbrella organisations. This reduction will be managed in a manner so that there will be no serious consequences for the children we intend to support or the goal attainment in our programmes. It is, however, worrying if the Swedish government continues to deduct funding from the development assistance budget over the next few years to pay for increased refugee reception as this, in the long term, could affect civil society support.

### Political decisions cause concern

The new political decision concerning temporary residence permits, as well as decisions that make family reunification more difficult, increase the amount of anxiety and mental pressure on children who come to Sweden. It brings negative effects not only for the individual but also for the entire society and is in conflict with the basic tenets of Save the Children. It is also in conflict with the UN Children's Convention that Sweden is planning to introduce into legislation. We will continue to work to ensure that Sweden is a country that fully protects children's rights and that it sets a good example for other countries.

## 13. Future issues

### Good refugee reception essential

Global migration brings challenges for Sweden. The refugee situation and Save the Children's response actions for refugee children will impose major demands on the organisation in the future. The necessity of good quality refugee reception and good establishment in Sweden will remain for the foreseeable future. Save the Children must continue its struggle to ensure that migrant children have their rights fully respected.

Polarisation in society is growing and racism and xenophobia are becoming increasingly visible. At the same time, development assistance is questioned in louder voices as the political map changes. Major opinion-shaping inputs are necessary to provide a fair picture of people seeking refuge in general, and unaccompanied refugee children in particular.

### New operational focus

The Save the Children Sweden General Assembly in 2016 will establish a new operational focus and a new Compass – guidelines for operations – as we are moving into a new operational period. This will clarify the direction of our future development. In this context we must also identify new forms to retain and manage the

commitment currently shown by our new members and volunteers. In the future we must also further develop the children's own influence on our operations.

### Save the Children strengthened as a global movement

Save the Children will cooperate and unite to an increasing degree globally. In this context we see ahead of us a movement towards bridging the gap between development assistance and humanitarian operations.

The themes we work with must become more integrated. We need to identify their linkages, place the children in focus and always use children's rights as our point of departure.

The rights perspective must also be brought to the fore to a greater degree during humanitarian operations in failing states.

### Global partnership for sustainable goals

In the work on the new Sustainable Development Goals, Save the Children has been a driving force behind the goal that was finally formulated as Goal 16.2: End abuse, exploitation, trafficking and all forms of violence and torture against children.

Save the Children wishes to create a broad partnership in order to place this goal on the global agenda. This will impact our operations and strategies as concerns resources, priorities, choices and follow up.

**INCOME STATEMENT***Amounts in SEK 1000*

		<b>2015</b>	<b>2014</b>
<b>Operating income</b>			
Membership fees	Note 3	12 003	12 400
Donations	Note 4	436 283	354 938
Grants	Note 4	807 296	722 715
Net turnover		1 076	2 442
Other income		664	1 166
<b>Total operating income</b>		<b>1 257 322</b>	<b>1 093 661</b>
<b>Operating costs</b>			
<b>Project costs</b>			
Programme costs	Note 5,6,7,8	-1 076 428	-965 869
Membership costs	Note 6,7,8	-22 485	-23 802
		-1 098 913	-989 671
<b>Fundraising and administration costs</b>			
Fundraising costs	Note 6,7,8	-74 232	-69 148
Administration costs	Note 6,7,8	-39 998	-38 802
		-114 230	-107 950
<b>Total operating costs</b>		<b>-1 213 143</b>	<b>-1 097 621</b>
<b>Operating profit/loss</b>			
Earnings from financial investments	Note 9	12 025	6 868
<b>Year's profit/loss</b>		<b>56 204</b>	<b>2 908</b>
<b>Appropriation of year's profit/loss</b>			
Year's profit/loss according to Income Statement		56 204	2 908
Utilisation of project funds from previous year		21 351	33 285
Reserves of project funds unused during year plus unrestricted provisions according to Board decision		-70 714	-40 697
<b>Amount remaining for year/changes to capital brought forward</b>		<b>6 841</b>	<b>-4 504</b>

## BALANCE SHEET

Amounts in SEK thousand

		2015-12-31	2014-12-31
<b>ASSETS</b>			
<b>Fixed assets</b>			
<i>Intangible fixed assets</i>			
Software	Note 10	745	1 390
		745	1 390
<i>Tangible fixed assets</i>			
Inventory items and fixtures	Note 11	759	722
		759	722
<i>Financial fixed assets</i>			
Interests in Rädda Barnen Service AB	Note 12	908	908
Investments held as fixed assets	Note 13	279 729	292 310
Long term receivables	Note 14	20 313	113 436
		300 950	406 654
<b>Total fixed assets</b>		<b>302 454</b>	<b>408 766</b>
<b>Current assets</b>			
<i>Current receivables</i>			
Accounts receivable		3 448	4 177
Other receivables	Note 15	98 216	53 742
Prepaid costs and accrued income	Note 16	76 013	51 419
		177 677	109 338
Property etc. intended for sale		878	2 373
Investments	Note 17	420	697
Cash and bank balances		393 802	356 945
<b>Total current assets</b>		<b>572 777</b>	<b>469 353</b>
<b>TOTAL ASSETS</b>		<b>875 231</b>	<b>878 119</b>



**BALANCE SHEET Cont.**  
Amounts in SEK thousand

		2015-12-31	2014-12-31
<b>EQUITY AND LIABILITIES</b>			
<i>Equity</i>			
Funds managed		13 803	12 808
Rädda Barnen Fond		120 000	110 000
Hedge Fund		25 000	25 000
Project capital		152 752	114 384
Capital brought forward		155 523	148 682
		467 078	410 874
<i>Provisions</i>			
	Note 18		
Provisions for employees abroad		4 729	6 308
		4 729	6 308
<i>Long term liabilities</i>			
Debts to Rädda Barnen Service AB		46	100
		46	100
<i>Current liabilities</i>			
Accounts payable		32 283	21 445
Debts, received unutilised grants	Note 19	325 497	324 468
Other debts		14 909	84 727
Accrued costs and prepaid income	Note 20	30 689	30 197
		403 378	460 837
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>875 231</b>	<b>878 119</b>
Pledged assets		None	None
Contingencies	Note 21	14 057	12 492

## CHANGES TO EQUITY

Amounts in SEK thousand

### EQUITY

	Funds managed	RB Fond	Hedge Fund	Project capital	Capital brought forward	Total equity
Opening balance	12 808	110 000	25 000	114 384	148 682	410 874
Project by donor	995	-	-	29 119	-	30 114
Project by Board	-	10 000	-	30 600	-	40 600
Utilised	-	-	-	-21 351	-	-21 351
Remainder	-	-	-	-	6 841	6 841
<b>Closing balance 31 Dec 2015</b>	<b>13 803</b>	<b>120 000</b>	<b>25 000</b>	<b>152 752</b>	<b>155 523</b>	<b>467 078</b>

Specification of Project capital	Opening balance 1 Jan 2015	Utilisation of previous year's reserves/provisions	Year's reserves/provisions	Closing balance 31 Dec 2015
<i>Project by donor</i>				
Thematic	54 481	-2 822	19 309	70 968
Region and country	4 878	-2 578	5 079	7 379
Special projects	17 936	-10 101	4 731	12 566
<b>Total project by donor</b>	<b>77 295</b>	<b>-15 501</b>	<b>29 119</b>	<b>90 913</b>
<i>Project by Board</i>				
Decommissioning costs - offices abroad	13 109	0	0	13 109
Refugee children	0	0	20 000	20 000
Currency hedge reserve	17 500	0	8 600	26 100
Other	6 480	-5 850	2 000	2 630
<b>Total project by Board</b>	<b>37 089</b>	<b>-5 850</b>	<b>30 600</b>	<b>61 839</b>
<b>Total project capital</b>	<b>114 384</b>	<b>-21 351</b>	<b>59 719</b>	<b>152 752</b>

**CASH FLOW STATEMENT***Amounts in SEK thousand*

	<b>2015</b>	<b>2014</b>
<b>Operating activities</b>		
Payments from donors and members etc.	1 192 119	1 199 147
Payments to partners, employees and suppliers etc.	-1 273 277	-1 123 713
<b>Cash flow from operating activities before interest and income tax</b>	<b>-81 158</b>	<b>75 434</b>
Interest received	3 882	4 487
Dividends received	4 106	3 689
Interest paid	-11	-13
<b>Cash flow from operating activities</b>	<b>-73 181</b>	<b>83 597</b>
<b>Investment activities</b>		
Investments in intangible fixed assets	0	-1 726
Investments in tangible fixed assets	-417	-602
Tangible fixed assets sold	0	1 058
Investment in financial fixed assets	-49 879	-93 363
Disposal of financial fixed assets	160 111	44 193
Reduction of current financial investments	-467	-724
<b>Cash flow from investment activities</b>	<b>109 348</b>	<b>-51 164</b>
<b>Financing activities</b>		
Reduction of long-term liabilities	-54	0
<b>Cash flow from financing activities</b>	<b>-54</b>	<b>0</b>
<b>Year's cash flow</b>	<b>36 113</b>	<b>32 433</b>
Cash equivalents at year start	356 945	323 604
Exchange rate differences in cash equivalents	744	908
<b>Cash equivalents at year end</b>	<b>393 802</b>	<b>356 945</b>



## NOTES ON INCOME STATEMENT AND BALANCE SHEET

### Note 1 Accounting and valuation principles

Save the Children's accounting and valuation principles comply with the Swedish Annual Accounts Act, BFNAR 2012: 1 (K3) and SFC Guidelines for Annual Reports. Financial accounting and valuation principles are unchanged compared with the previous year.

### OPERATING INCOME

Income is valued, unless stated otherwise below, to actual value realised or to be realised.

#### Membership fees

Membership fees concern payments made for membership of Save the Children Sweden and are reported in the time period they occur.

#### Contributions

A transaction where Save the Children receives an asset or a service that has value without returning the equivalent value in exchange is a gift or a donation. If the asset or service is obtained because Save the Children met or will meet certain conditions and has an obligation to repay to the counterparty if the conditions are not met, it is a contribution. If it is not a contribution, it is a gift.

Generally gifts are reported as income when received. Donations are generally valued at their actual value.

Gifts in kind that are donated forward are not reported as income but are reported in Note 4.

#### Grants

Grants are recognised as income when the conditions for their receipt have been fulfilled. Grants received are reported as debts until the conditions for their receipt have been fulfilled. They are valued according to the actual value that Save the Children has received or will receive.

#### Net turnover

Income from sales of goods is normally reported at the point in time of the sale.

#### Other income

Primarily rental income. This is recognised over the time period it refers to.

### OPERATING EXPENSES

Save the Children Sweden operating expenses are reported in accordance with SFC guidelines as project, fundraising or administration costs. Project costs are divided into programme or membership costs. In addition to direct costs for these operations, costs also consist of distributed costs for Board and management, communications, HR, financial administration, IT, internal and customer services. These are distributed so that each part bears its own costs.

Office costs are distributed according to the proportion of office resources each part utilises.

#### Project costs

Project costs concern costs that Save the Children Sweden incurs to implement its tasks in accordance with its by-laws. Distribution is made between costs for programme operations in Sweden and abroad plus membership activities.

Advocacy belongs to programme operations.

#### Fundraising costs

These are costs that occur in order to generate contributions from private individuals and companies and take the form of material, printing costs, ads and HR costs for those working with these operations.

#### Administration costs

Administration costs are the costs necessary to administer the organisation such as costs for Board meetings, parts of the audit, rent, administrative systems and employee costs.

### ASSETS, LIABILITIES AND PROVISIONS

Assets, liabilities and provisions are valued at acquisition value unless otherwise stated below. Accounts receivable and payable in foreign currency are valued at Balance Sheet date exchange rate.

**Tangible and intangible fixed assets**

These are valued at acquisition value less depreciation according to plan. Depreciation is linear across the asset's estimated lifetime. The following depreciation periods are used: software and systems development costs 3 years, computer inventory 3 years, other inventory 5 years.

**Financial assets**

The securities that are part of Save the Children Sweden's long-term capital management are classified as fixed assets while those that are part of short-term financial management are classified as current assets. Depreciation of fixed assets is made if the market value of the entire portfolio is less than its acquisition value and this decrease is assessed as long-term. Securities classified as current assets are valued at the lower of actual value or acquisition value on Balance Sheet date.

**Donated assets**

Real estate property and tenant-owner apartments bequeathed to Save the Children Sweden are valued at their market value on the date they are received. They are recognised as current assets as the intention is to divest as soon as possible. Securities are reported as current investments. Listed securities are reported at the market value at the point in time they are registered in the name of Save the Children Sweden.

**Provisions for employees abroad**

Funds for pensions or redundancy pay or similar for Save the Children local employees, in accordance with employment conditions and relevant local legislation.

**EQUITY**

Equity concerns the funds that are made available to Save the Children in order to fulfil its aims that have not been paid out on Balance Sheet date. Funds earmarked by donors in permanent donation funds for special purposes are reported separately. The Restricted Capital item reports not yet utilised donations and other earmarked funds. Please refer to Equity Report. Normally these restricted funds are utilised during the following operating year.

The RB Fond and Hedge Fund consist of underlying capital reserved by the Board to cover value changes in invested assets. Unrestricted capital is funds transferred to Save the Children Sweden with no restrictions.

Year's outcome in the Income Statement concerns the difference between costs and funds received during the year. Changes to non-earmarked capital concerns the amount after utilisation or reservation from/to parts of equity.

**CASH FLOW STATEMENT**

The Cash Flow Statement has been established using the direct method.

**REGIONAL OFFICE ABROAD**

Save the Children Sweden bears legal liability for one office abroad. This office is responsible for its own financial accounting in accordance with directives from the Secretariat in Stockholm. Consolidation occurs on a continuous basis in the National Association accounts.

**NATIONAL ASSOCIATION, DISTRICT AND LOCAL BRANCHES**

The districts and local branches perform their own accounting which is not consolidated into the National Association accounting as there is no subsidiary/parent company relationship.

**CONSOLIDATED ACCOUNTING**

Save the Children Sweden owns 100% of the shares of Rädde Barnen Service AB. Company turnover (including subsidiaries) was MSEK 11.0 (7.6) as compared to Save the Children Sweden operating income of MSEK 1 257.3 (MSEK 1 093.6) so no consolidated accounting has been established.

**Note 2 Estimates and assessments**

Save the Children makes estimates and assessments concerning the future. The estimates are used for accounting of the actual outcomes purposes and, consequently, are seldom the exact equivalent.

## NOTES ON INCOME STATEMENT

Amounts in SEK thousand

Note 3 Membership fees	2015	2014
Membership fees range from SEK 75 per member to SEK 300 per household. General Assembly decision states that 25% of membership fees Save the Children Sweden local branches. Of membership fees SEK 3 070 000 was paid to branches in accordance with the members stated on membership lists as per 31 Dec 2015.	12 003	12 400
Note 4 Contributions and Grants	2015	2014
<b>Contributions recognised in Income Statement</b>		
<i>Funds raised</i>		
The general public	273 580	217 442
Collected via Save the Children Sweden local branches	4 399	3 276
Collected via Save the Children International	3 449	13 589
Bequests	43 291	34 567
Corporate collaboration	53 924	29 805
Post Code Lottery	53 000	53 000
Other	4 640	3 259
<b>Total contributions in Income Statement</b>	<b>436 283</b>	<b>354 938</b>
<b>Contributions not recognised in Income Statement</b>		
<i>Funds raised – estimated amount</i>		
Contributions passed on	131 244	5 759
<b>Total contributions not recognised in Income Statement</b>	<b>131 244</b>	<b>5 759</b>
Of the above contributions in kind for 2015, SEK 127.6 million concerns contributions through cooperation with WFP and UNICEF mainly for the distribution of food and nutrition in Sudan. In addition, contributions have been received whose value in SEK has not been established. This applies to, for example, to probono services, provision of premises and advertising discounts.		
<b>Grants recognised in Income Statement</b>		
<i>Funds raised</i>		
IKEA Foundation	54 294	66 677
Radiohjälpen	13 169	8 781
Other foundations	10 596	7 047
Post Code Lottery	5 459	3 491
Other companies	1 703	978
Other	2 954	1 428
<b>Total funds raised (grants)</b>	<b>88 175</b>	<b>88 402</b>

<b>Note 4 Contributions and grants Cont.</b>	<b>2015</b>	<b>2014</b>
<i>Public sector grants</i>		
Sida	416 733	399 315
Other Swedish government agencies	20 312	19 097
EU	82 333	34 853
UN	170 473	149 002
Other foreign/international authorities	29 270	32 046
<b>Total public sector grants</b>	<b>719 121</b>	<b>634 313</b>
<b>Total grants</b>	<b>807 296</b>	<b>722 715</b>
<b>Total funds raised</b>		
Contributions recognised in Income Statement	436 283	354 938
Contributions not recognised in Income Statement	131 244	5 759
Grants recognised in Income Statement (excl. public sector grants)	88 175	88 402

<b>Note 5 Programme costs per region and operating are</b>	<b>2015</b>
<b>Per region</b>	
Sweden	85 583
Eurasia	48 981
South and Central	71 345
Asia Southeast Asia	86 247
Middle East and North	187 528
Africa East Africa	168 980
West and Central	91 592
Africa Southern Africa	60 100
Latin America	24 440
Regional	221 382
<b>Sub-total direct programme operations</b>	<b>1 046 178</b>
Distributed costs (see Note 6)	30 250
<b>Total</b>	<b>1 076 428</b>



**Note 5 Programme costs per region  
and operating area *Cont.***

2015

<b>Per operating area</b>	
Children's right to protection	246 751
Children's right to education	86 078
Children's right to good governance	135 506
Health, HIV/AIDS, nutrition, livelihood	141 633
Humanitarian ops. inputs and coordination Multi-thematic	88 575
Programme support activities abroad, local/regional	102 215
Programme support activities International Programme in Sweden and Sweden Programme	182 150
	25 387
Programme support activities central	37 883
<b>Sub-total direct programme operations</b>	<b>1 046 178</b>
<b>Distributed costs (see Note 6)</b>	<b>30 250</b>
<b>Total</b>	<b>1 076 428</b>

**Note 6 Distribution of costs to Save the  
Children Sweden operating areas**

2015

	Programme	Membership	Fundraising	Adm.	Total costs
Direct programme and fundraising operations	1 046 178	19 220	64 214	0	1 129 612
<i>Distributed costs</i>					
Board,	3 171	222	270	15 172	18 835
management	9 637	0	2 885	777	13 299
Communications	17 442	3 043	6 863	24 049	51 397
HR, financial admin, IT, internal and customer services					
<b>Total distributed costs</b>	<b>30 250</b>	<b>3 265</b>	<b>10 018</b>	<b>39 998</b>	<b>83 531</b>
<b>Total costs</b>	<b>1 076 428</b>	<b>22 485</b>	<b>74 232</b>	<b>39 998</b>	<b>1 213 143</b>

**Note 7 Average no. of employees, HR costs and Board fees**

	2015	2015	2014	2014
	No. of employees	Of which men	No. of employees	Of which men
<i>Average number of employees</i>				
Permanent employees, Secretariat	194	45	168	40
Permanent employees, regional offices in Sweden	58	13	59	18
Fixed-term contract employees, Secretariat	18	2	19	2
Fixed-term contract employees, regional offices in Sweden	17	4	25	2
Contract employees abroad	16	9	13	8
EU employees	7	1	4	1
	310	74	288	71

Number of local employees employed abroad at year end 245 (288) of which men 189 (212).  
Average number of national employees posted to Save the Children International was 8 (6) of which men 4 (2).

	2015	2015	2014	2014
	No. on Balance Sheet date	Of which men	No. on Balance Sheet date	Of which men
<i>Gender balance Board members and senior management</i>				
Board members	14	6	14	5
Management Team	7	3	6	1

	2015	2014
<i>Salaries, remuneration and social insurance charges</i>		
Board and Secretary General	1 687	1 798
Other employees	122 910	116 595
<b>Total salaries and remuneration</b>	<b>124 597</b>	<b>118 393</b>
Social insurance charges (of which pension costs excluding salary tax)	56 088 (12 029)	52 933 (11 753)
<b>Total Sweden</b>	<b>180 685</b>	<b>171 326</b>
Contract employees abroad (including social insurance charges, accompanying family members and salary cost increments)	15 077	11 947
Local employees abroad	28 365	31 633

terms of employment and pension costs.

See Management Report Section 7.1 concerning Board fees and pension costs. See Management Report Section 7.5 concerning Secretary General's

<b>Note 8 Leasing</b>	<b>2015</b>	<b>2014</b>
Save the Children Sweden primarily leases office premises and office equipment. Leasing charges entered as costs amount to SEK 17 813 000 (14 470 000).		
Future leases come due as follows:		
Within 1 year	14 251	16 675
1–5 years	18 468	31 033
Later than 5 years	0	0
Total	32 719	47 708
Senare än 5 år	0	0
The contract for rental of premises for HQ Sundbyberg lasts till 2018 with a long until 2021.	32 719	

<b>Note 9 Outcome from financial investments</b>	<b>2015</b>	<b>2014</b>
<i>Outcome from securities and receivables that are fixed assets</i>		
Dividends	4 106	3 680
Interest	3 380	3 802
Capital gains from sales	4 528	-934
	12 014	6 548
<i>Outcome from securities and receivables that are current assets</i>		
Dividends	0	9
Interest	189	492
Capital gains from sales	0	-710
Reversed depreciation	0	721
	189	512
Interest expenses and similar items	-11	-13
Management costs	-167	-179
Total	12 025	6 868

**NOTES ON BALANCE SHEET***Amount in SEK thousand*

<b>Note 10 Software</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Opening acquisition value	14 239	14 419
Year's capitalised expenses	0	1 726
Sales and disposals	0	-1 906
Closing accumulated acquisition value	14 239	14 239
Opening depreciation	-12 849	-14
Year's depreciation	-645	-544
Sales and disposals	0	1 906
Closing accumulated depreciation	-13 494	-12 849
Closing residual value according to plan	745	1 390

<b>Note 11 Inventory and fixtures</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Opening acquisition value	14 477	14 702
Year's purchases	417	602
Sales and disposals	-2 263	-827
Closing accumulated acquisition value	12 631	14 477
Opening depreciation	-13 755	-14 235
Year's depreciation	-380	-317
Sales and disposals	2 263	797
Closing accumulated depreciation	-11 872	-13 755
Closing residual value according to plan	759	722

Note 12 Rädda Barnen Service AB	2015-12-31	2014-12-31
Opening acquisition value	3 108	3 108
Closing acquisition value	3 108	3 108
Opening accumulated depreciation	-2 200	-2 200
Closing accumulated depreciation	-2 200	-2 200
Closing book value	908	908

Rädda Barnen Service AB (Corporate ID No. 556559-9643) equity amounts to SEK 859 000 (SEK 913 000) and the year's outcome to SEK -54 000 (-1 000).



<b>Note 13 Investments held as fixed assets</b>		<b>2015-12-31</b>	<b>2014-12-31</b>
Opening acquisition value		292 310	282 821
Acquisitions		49 879	54 616
Sales		-62 460	-45 127
Closing acquisition value		279 729	292 310

	<b>2015-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
	Book value	Market value	Book value
Handelsbanken Sweden Index Criteria	14 616	26 770	18 596
Handelsbanken Global Index Criteria *)	59 169	88 030	65 383
SEB Etisk Global Indexfond	17 834	28 105	17 834
<b>Total share funds</b>	<b>91 619</b>	<b>142 905</b>	<b>101 813</b>
SEB Räntor Sweden	116 063	116 970	115 501
Sparinvest SICAV Ethical High Yield wValue Bonds	0	0	8 001
SPP Företagsobligationsfond	42 926	44 601	39 874
<b>Total interest-bearing bonds</b>	<b>158 989</b>	<b>161 571</b>	<b>163 376</b>
Excalibur hedgefond	29 121	29 952	27 121
<b>Total alternative investments</b>	<b>29 121</b>	<b>29 952</b>	<b>27 121</b>
<b>Total **)</b>	<b>279 729</b>	<b>334 428</b>	<b>292 310</b>

\*) This Fund contains a currency hedge in the form of 3 month, rolling forward cover whose value amounted to SEK 214 000 (SEK - 705 000) on 31 Dec 2015.

\*\*\*) Total market value amounted to SEK 353 581 000 as per 231 Dec 2014.

<b>Note 14 Long-term receivables</b>		<b>2015-12-31</b>	<b>2014-12-31</b>
Opening acquisition value		113 436	74 689
Year change in		-93 123	38 747
Closing acquisition value		20 313	113 436

This item primarily consists of claims on Save the Children International. One part that forms advances for programme operations implemented by them has, during the year, been reclassified as current receivables due to change of accounting principle for rolling advances.

<b>Note 15 Other receivables</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Partners, local and members within	30 826	32 160
Save the Children International	53 745	5 864
Save the Children International	112	290
Employees	10 720	10 227
Donors	2 813	5 202
Other receivables		
<b>Total</b>	<b>98 216</b>	<b>53 742</b>

Claims on Save the Children International have increased due to a reclassification of advances for programme operations from long term receivables to current receivables due to change of accounting principles for advances. This also means that previous current liabilities from 2015 have been adusted against this advance.

<b>Note 16 Prepaid expenses and accrued income</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Accrued grants	57 222	36 199
Accrued interest income	1 488	1 801
Other accrued income	1 454	337
Prepaid expenses	15 849	13 082
<b>Total</b>	<b>76 013</b>	<b>51 419</b>

<b>Note 17 Current investments</b>	<b>2015-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
	Book value	Market value	Book value
Shares and funds	267	352	589
Interest-bearing bonds	153	153	108
<b>Total</b>	<b>420</b>	<b>505</b>	<b>697</b>

<b>Note 18 Provisions</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Provisions for employees abroad	4 729	6 308
<b>Total</b>	<b>4 729</b>	<b>6 308</b>

<b>Note 19 Debts, received not yet utilised grants</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Foundations, companies and organisations	150 346	77 368
Swedish government agencies	124 350	195 072
EU, UN and other foreign authorities	50 801	52 028
<b>Total</b>	<b>325 497</b>	<b>324 468</b>

The debt primarily consists of prepaid grants for multi-year operations where the donor often pays in advance. Operations will be implemented in 2016 or later in accordance with individual agreements. This amount includes SEK 3 091 000 (3 989 000) which will be repaid to donors and concerns completed operations in which costs were less than the amount paid out.

<b>Note 20 Accrued expenses and prepaid income</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Membership fees following year	9 658	9 315
Accrued salaries and social insurance charges	16 256	15 137
Other	4 775	5 745
<b>Total</b>	<b>30 689</b>	<b>30 197</b>

<b>Note 21 Pledged assets</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Guarantees Save the Children International	14 057	12 492



## ANNUAL REPORT SIGNATURES

Stockholm 28 April 2016

*[Signed]*

Inger Ashing  
Chair

Cecilia Abrahamsson

Lise Bergh

Åsa Ekman

Oliwer Karlsson

Martin Kvist

Bengt Lagerkvist

Birgitta Lahti-Nordström

Lisa Lundgren

Gustavo Nazar

Fredrik Rosengren

Tomas Rydmo

Anna Sivlér

Sofia Zackrisson

Elisabeth Dahlin  
Secretary General

Our Audit Report was submitted on 2016

Jonas Grahn  
*Authorised Public Accountant*

Torbjörn Englund  
*Elected Auditor*

## AUDIT REPORT

### To the General Assembly of the Save the Children Sweden National Association

Org. Reg. No. 802002-8638

#### *Report on the Annual Accounts*

We have audited the Annual Accounts of the Save the Children Sweden National Association for 2015. The Annual Accounts of the organisation are presented in the hard copy version of the Annual Report on pages 9-58.

#### *Responsibilities of the Board of Trustees and the Secretary General for the Annual Report*

The Board of Trustees and the Secretary General are responsible for the preparation of annual accounts that give an accurate report of the organisation's financial situation in accordance with the Annual Accounts Act, and for the internal controls deemed necessary by the Board of Trustees and the Secretary General in preparing annual accounts that do not contain material misstatements, whether these are due to irregularities or to error.

#### *Responsibilities of the Auditors*

Our responsibility is to express an opinion on the annual accounts and the administration based on our audit. The audit was performed in accordance with generally-accepted auditing standards. For Authorised Public Accountants, this means that they have carried out the audit in accordance with International Standards on Auditing and with generally-accepted auditing standards in Sweden. These standards require that the Authorised Public Accountant complies with ethical requirements and plans, as well as performs, the audit in order to obtain reasonable assurance that the annual accounts are free of material misstatement. An audit entails gathering, by various means, audit evidence supporting the amounts and disclosures in the annual accounts. The auditor selects the measures to be performed by assessing, among other aspects, the risk of material misstatements in the annual accounts, whether these are due to irregularities or error. In this risk assessment, the auditor takes into account the parts of the internal control processes that are relevant to how the National Association prepares its annual accounts in order to provide an accurate picture with the purpose of drawing up review measures that are appropriate to conditions, albeit not with the purpose of assessing any internal control processes. An audit also includes an assessment of the appropriateness of the accounting principles used and the reasonableness of the estimates made by the Board of Trustees and Secretary General in the accounts, as well as the overall presentation of the annual accounts.

We believe that the audit evidence we have gathered is sufficient and appropriate as a basis for our statements.

#### *Statements*

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and provide, in all material regard, an accurate view of the financial position of the National Association as per 31 December 2015 and of its financial results and cash flow in accordance with the Annual Accounts Act. The statutory Management Report is consistent with the other parts of the annual accounts.

#### *Report on other legal, constitutional and statutory requirements*

In addition to our audit of the Annual Accounts, we have also audited the management of the organisation by the Board of Trustees and the Secretary General of the Save the Children Sweden National Association for 2015.

#### *Responsibilities of the Board of Trustees and the Secretary General*

The Board of Trustees and the Secretary General are responsible for the management and administration of the organisation.

#### *Responsibilities of the Auditors*

Our responsibility is to express an opinion, with a reasonable degree of certainty, on the administration based on our audit. We have conducted our audit in accordance with generally-accepted auditing standards in Sweden.

As a basis for our statement regarding discharge from liability we have, in addition to our audit of the Annual Accounts, reviewed significant decisions, measures and conditions in the National Association to ascertain whether any members of the Board of Trustees or the Secretary General have, due to action or neglect of duty, made themselves liable to pay compensation to the National Association.

We believe that the evidence we have gathered is appropriate and sufficient as a basis for our statement.

#### *Statement*

We recommend that the General Assembly grant the members of the Board of Trustees and the Secretary-General discharge from liability for the 2015 financial year.

Stockholm 23 May 2016

Torbjörn Englund

Jonas Grahn  
Authorised Public Accountant  
PwC