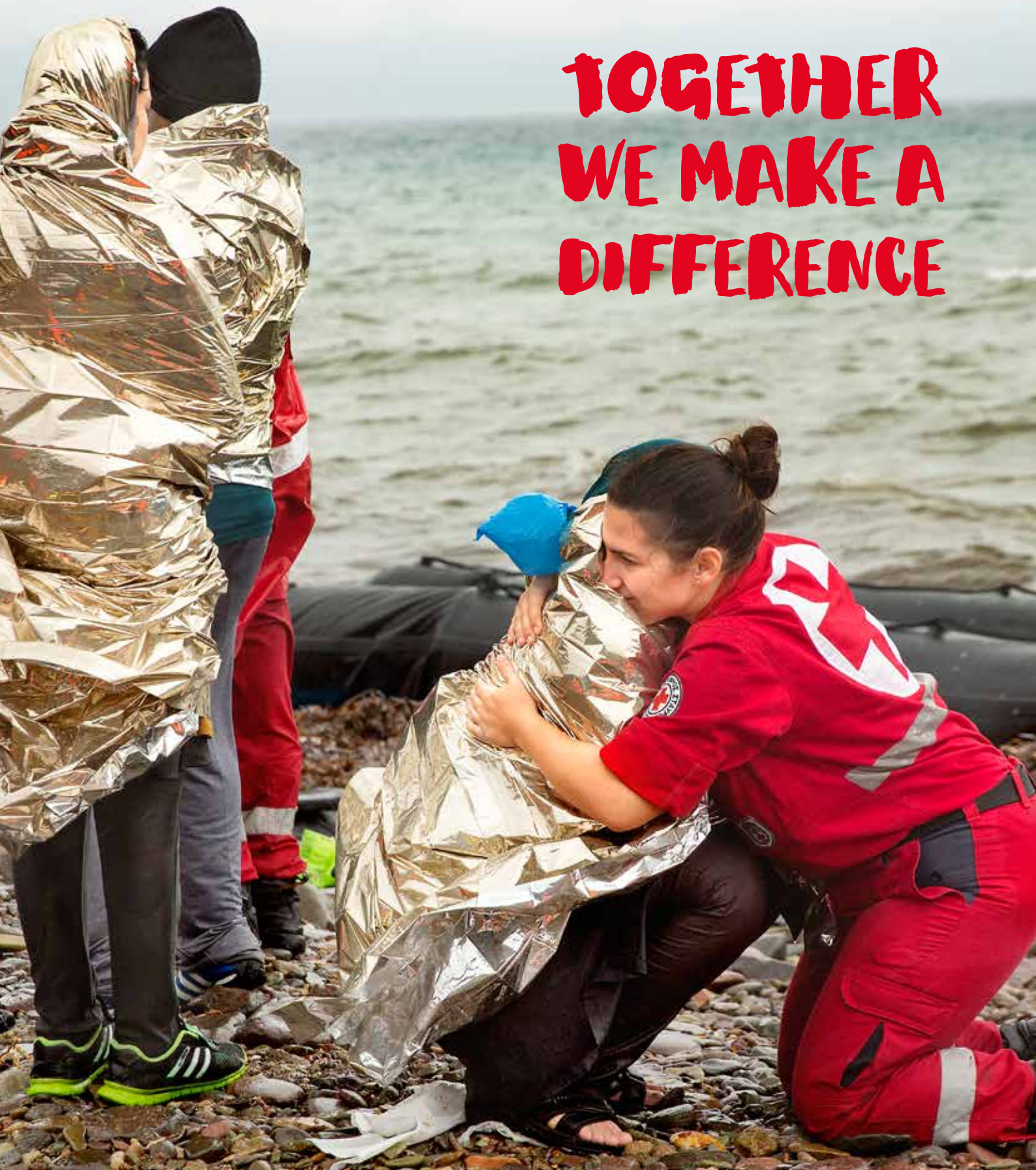


**TOGETHER
WE MAKE A
DIFFERENCE**



Annual Report 2015



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Cover image: Lesbos, Greece, October 2015

A freezing cold mother has just embarked after spending hours in the wind and rain in a rubber boat on the open sea between Turkey and Greece. Matina from the Red Cross has wrapped the crying woman in a thermal blanket and holds her tight. No words are needed – compassion speaks for itself.

Photo: Joacim Gustafson/Swedish Red Cross

Report of Board of Directors of the Swedish Red Cross

The Board of Directors of the Swedish Red Cross, organisation number 802002-8711, hereby presents its annual report for 2015¹.

We save lives and give hope

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

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

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

The Swedish Red Cross is a non-profit society that exists for the benefit of all and was founded in 1865.

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

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

We are fellow human beings

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

We strengthen people and society

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

In Sweden, we work to help vulnerable people and support communities in local crises all over the country. In other parts of the world, we work through our sister societies to strengthen the ability of society and people to withstand crises and disasters. We focus in particular on countries affected by long-term conflicts and disasters².

We always work from a broad base of volunteers with strong local knowledge and presence. This means that we are present both before and during a disaster and will never disappear once a crisis or disaster is over. Our constant presence means we can work in a preventive and long-term manner, which is the most effective way of alleviate the effects of a disaster.

We know what we are talking about

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

For us, the focus is always on the vulnerable person. Our task is to discover, demonstrate and influence. We act on the shortcomings we see in order to move society in a new and better direction. This can be about everything from legislative changes to changing attitudes and behaviour.

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

¹ This report includes the activities that are mainly performed in the Swedish Red Cross offices in Stockholm, Göteborg, Malmö and Umeå, the Red Cross Folk High School and the Red Cross centre for tortured refugees in Malmö, Skövde, Skellefteå, Uppsala and Göteborg. It does not include the separate juridical persons represented by the Swedish Red Cross local branches, the Red Cross Youth in Sweden, Stiftelsen Rödakorshemmet (a foundation) and other associated foundations or the Red Cross centre for tortured refugees in Stockholm, all of which present their own annual reports or annual financial statements.

² As well as providing support in a number of disasters around the world in 2015, the Swedish Red Cross had closer cooperation with the following 13 countries: Afghanistan, Iraq, Palestine, South Sudan, Liberia, Sudan, DR Congo, Somalia, Uganda, Ethiopia, North Korea, Bangladesh and Myanmar.

Significant events during the financial year

There are over 60 million refugees around the world, many of them within their own country's borders. The conflict in Syria was entered its fifth year in 2015, but people were not only fleeing from there, but also from other countries such as Iraq, Iran, Afghanistan, Somalia and Eritrea.

The Red Cross has established itself along the entire refugee route into Europe – from Syria and its neighbours, through Greece and Italy, the former Yugoslav Republic of Macedonia, Serbia, Hungary, Slovenia, Austria and Germany to Denmark and Sweden.

In 2015, over 160,000 people applied for asylum in Sweden. That's twice as many as in the previous year. The refugee situation in Europe in 2015 therefore had a significant impact on the Swedish Red Cross. Red Cross volunteers met refugees at railway stations and ferry terminals in different parts of the country and took on great responsibility for organising social activities and providing various kinds of support in most of the country's accommodation centre for asylum seekers.

Not since the tsunami disaster in Southeast Asia in 2004 has the Swedish Red Cross experienced such commitment and such a willingness to contribute among the general public. During the summer of 2015, the Swedish Red Cross used an advertising film to encourage the public to become volunteers. 10,500 people expressed an interest in doing voluntary work for the Red Cross and 5,500 made direct applications for voluntary assignments as a result of the campaign.

During the course of the year, the Swedish Red Cross raised a total of SEK 87 million for refugees. The country's companies have also shown great commitment to refugees, contributing SEK 29 million to the total. The country's local Red Cross branches raised SEK 18 million.

In October 2015, the Swedish Red Cross was allocated SEK 10 million by the government to strengthen humanitarian aid for refugees at local level, for example by helping with protection, accommodation, health care, food and information about the asylum process. The money was shared with Sweden's City Missions and Save the Children.

Just a few months later, the Swedish Red Cross (together with the Red Cross Youth in Sweden) received a further SEK 34 million from the government to strengthen humanitarian aid for refugees in 2016. The Red Cross will use the money in four areas of particular need: measures to promote health and integration at accommodation centre for asylum seekers, unaccompanied children and young people, tracing missing people and reuniting families, and creating the conditions for retaining Red Cross volunteers. The money was welcomed, but at the same time the Swedish Red Cross emphasised that the needs will be very great for a long time to come.

Below are details of some of the significant events during 2015, with examples of the specific outcomes and impact, as well as how the Swedish Red Cross has promoted its purpose of preventing and alleviating human suffering.

Open house for newly arrived migrants, EU citizens and undocumented migrants

A local presence and a major volunteer spirit enabled the opening of Red Cross House in Skärholmen in May in order to meet the increasing needs of vulnerable EU citizens, undocumented migrants and newly arrived migrants. This offers the opportunity to take a shower, wash clothes, practise Swedish and take part in a range of social activities. The target group itself is very much involved as volunteers, which promotes both the health and integration.

The Red Cross opened a centre for tortured refugees in Göteborg

In September, the Swedish Red Cross, opened a centre for tortured refugees in Göteborg. The Swedish Red Cross has extensive experience of working with traumatised people and of taking care of the lives of those affected, in particular the natural connections to work on tracing missing people and reuniting families. The aim is to improve people's health and help them return to having a normal life. Previous awareness of the Red Cross plays an important role in gaining people's trust.

Mobile treatment team reaches traumatised people

The increased number of asylum seekers means that more and more people who have suffered from traumatic experiences are coming to Sweden. To improve people's health and at the same time explore new treatment options, the Red Cross in Skövde launched a pilot project in November, with a mobile outreach treatment team in Vänersborg. It aims to reach people who are suffering from war injuries or the trauma of torture but who live too far from the six locations in the country where the Red Cross currently has treatment centres. This distance makes providing treatment more complicated, which in turn causes a great deal of personal suffering. The project is running in cooperation with the local accommodation centre for asylum seekers. Here too, people's trust and recognition of the Red Cross are vital to them having the courage to make contact and then begin treatment.

Twice as many family tracing cases

Under international law the state must make it easier for family members who have been separated as a result of war and conflict to be reunited. The experience of the Swedish Red Cross shows that this work is also vital for integration. Only when a person has their family around them are they able to start learning a new language and integrating into their new society. The Swedish Red Cross provides support through what can often be a long and complex process, as well as legal advice in individual cases, and also approves travel grants. Nearly 10,000 people received support with their migration case in 2015. Over the year, twice as many people received help to trace their family as in the previous year. More than 900 of them were reunited with their families thanks to a travel grant from the Swedish Red Cross.

Support after Nepal after the earthquake

At the end of April, Nepal was hit by a serious earthquake, which killed 9,000 people and left 18,000 injured. The Red Cross's local presence meant that vital first aid and support for local healthcare services could begin immediately after the earthquake. The Swedish Red Cross has been working with the Nepal Red Cross for a number of decades and has helped to strengthen the capacity of the national society. Over the course of the year, the Swedish Red Cross contributed both personnel and SEK 17 Million for temporary housing, clean water and sanitation.

The situation in and around Syria remains critical

After more than five years of civil war, the situation in Syria remains extremely severe, and as a result, the Red Cross is continuing its aid work in the country. Over the course of the year, the Swedish Red Cross contributed SEK 72 Million to operations in Syria. The Red Cross movement has earned a lot of trust in the country and is one of the few organisations that is able to work in Syria, where more than 13.5 million people need emergency aid. The violence there complicates the relief efforts and both volunteers and employees are risking their lives to make sure help arrives. Every month, the Red Cross and Red Crescent movement provides five million people with food, clean water, tents, blankets, mattresses and toiletries, as well as healthcare and psychosocial support.

Refugees in Europe

During the year, the Red Cross was positioned along the entire refugee route – from Syria and its neighbours across the Mediterranean and up through Europe to Sweden – to help people with urgent needs. There were Red Cross rescue teams on Lesbos and Kos, for example, helping to receive people arriving in boats from Turkey. The Red Cross also handed out food, water and hygiene kits and provided medical care and helped to trace missing family members in former Yugoslav Republic of Macedonia, Italy, Croatia, Slovenia, Serbia, Hungary and Turkey. In 2015, the Swedish Red Cross supported its sister societies in Europe with SEK 15 million to help refugees.

The Assembly adopted strategic alignment

Anna Carlstedt was elected the new president at the General Assembly of the Swedish Red Cross at the end of May. Eight new members were also elected to the Board of the Red Cross. The Assembly also adopted Swedish Red Cross Strategy 2016-2019, which, among other things, states that the Swedish Red Cross needs to equip itself to reach more refugees and more people who are highly vulnerable.

The Swedish Red Cross celebrated its 150th anniversary

The Swedish Red Cross celebrated its 150th year in 2015. Celebrations during the year focused on the efforts that are made every day by volunteers all over the country. The celebrations culminated in a three-day event that took place at Skansen in Stockholm to mark Red Cross Day on 8 May, which showcased a wide selection of the various activities carried out by the Red Cross, both nationally and internationally.

No VAT payable on non-profit second hand goods

In November, the Swedish parliament adopted the government's budget. In practical terms, this means that from 2016 the second-hand trade will not be subject to VAT, an issue that the Swedish Red Cross actively worked on throughout 2015.

Corruption

Corruption is a reality and is something that the Swedish Red Cross always has to face. During the year, corruption was uncovered in South Sudan, Tanzania, Liberia, Iraq and Ukraine. The Swedish Red Cross has a zero tolerance approach to corruption. On the other hand, if corruption is detected, this does not have to mean the end of cooperation, although it must always be reported and dealt with. In all corruption cases during the year, the Swedish Red Cross took appropriate steps, in consultation with the affected national Red Cross or Red Crescent society. Other affected parties and donors have also been consulted, such as Sida (Swedish International Development Agency). Internationally, a corruption investigator has been appointed at the International Federation of Red Cross and Red Crescent Societies in Geneva to assist the Swedish Red Cross, among others, with suspected corruption.

Members and employees

Personal commitment is the core of the Swedish Red Cross. At the end of 2015, the Swedish Red Cross had 121,000 (125,000) members. The fall in membership in recent years has been slowed through successful initiatives, such as offering membership to those who become monthly donors as well as continuing to offer membership to those who attend Swedish Red Cross training courses. In addition, communication has been adapted to the target group to a greater extent than before.

Work was performed by volunteers and elected representatives at 909 (947) local Red Cross branches. The reason for the fall in the number of branches is that many branches are merging with other branches that are in close geographical proximity. This makes local Red Cross activities more efficient by having a single branch that supports more

volunteers. Work is also performed by 347 (323) employees at offices in Göteborg, Malmö, Stockholm and Umeå and Red Cross centre for tortured refugees in Stockholm, Skövde, Malmö, Uppsala, Skellefteå and Göteborg. The increase in the number of employees was the result of, among other things, the Swedish Red Cross opening a Red Cross centre for tortured refugees in Göteborg during the year, as well as expansion due to the refugee situation in the autumn and an increase in the number of delegates in international service.

During the year, 73 (54) delegates participated in 85 (66) foreign assignments for the Swedish Red Cross, the International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross.

Working conditions at the Swedish Red Cross are adapted to the varied physical and mental circumstances of the employees. The Secretary General is responsible for annually determining an action plan for the working environment. An employee survey was carried out at the beginning of autumn. Overall, the results are in line with the previous survey of 2013. 93 per cent think that the work is meaningful and more people than in the previous survey would recommend the Swedish Red Cross as an employer. At the same time, there are challenges in terms of clearer goal orientation and communication, for example.

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

Diversity

For the Swedish Red Cross, diversity is about all people, on the basis of their own circumstances and motivation, having the same opportunity to engage themselves and be included in Swedish society. Diversity is also about finding the right skills and employees when recruiting, which is something that the Swedish Red Cross is actively working on. We are convinced that diversity is a crucial factor if we are to continue to be relevant in the local community. In terms of our employees, we reflect Swedish society relatively well, although there is still much to do with regard to elected representatives in terms of ethnic diversity, as well as age and gender distribution. Increasing diversity and better reflecting the Swedish population in the country's local branches is a priority area in the Swedish Red Cross Strategy 2016-2019.

Significant events after the end of the financial year

January 2016: Identity checks introduced between Denmark and Sweden

At the beginning of January 2016, ID checks were introduced for all those travelling by train, ferry or bus from Denmark to Sweden. Although the checks do not directly affect the work of the Red Cross at the local site, they have major implications for refugees. The Swedish Red Cross has therefore asked the government to reconsider this decision, as many refugees lack identity documents. Sweden must continue to be a strong voice for human rights, asylum rights and basic humanity and solidarity for people who are forced to become refugees. The Swedish Red Cross also reacted strongly to the government's deviation from the normal legislative and consultation process in drafting the law, not least because the bill affects the fundamentals of the right of asylum and indicates how Sweden interprets its international commitments in the field of human rights. In turbulent and extraordinary times, it is especially important to follow normal procedures and practices.

February 2016: Draft legislation hampers family reunification

In February 2016, the government presented a legislation council proposal that makes it more difficult for asylum seekers to be reunited with their families. Those who have fled to Sweden will now have to wait years to be reunited with their children and their husband or wife. Some groups will not be reunited with their families at all. The Red Cross has long been aware that not knowing when you will get to see your family again creates both insecurity and stress for asylum seekers, which in turn hampers integration.

Financial results and position

Financial result for the year

The Swedish Red Cross shows a positive financial result for the year of SEK 51 (4) million. This is the fourth consecutive year that the organisation has shown a positive result and this surplus will be converted into valuable assistance in 2016. The main reason for the recent positive results is a long-term and focused effort to strengthen the regular income from monthly donors, which has achieved results in recent years. This enables the stable growth of our operations while maintaining balanced finances.

In 2015, an unusually strong desire to donate in connection with the extraordinary refugee situation also contributed to the unusually large surplus. A large portion of the donations received during autumn 2015 for the Swedish Red Cross's work with refugees will only be converted into action in 2016, but as donations are always recognised as revenue when they are received, they have a positive impact on results in 2015 and an opposite impact on results in 2016 when the activities are carried out.

Operating profit/loss for the year amounted to SEK -17 million (-104 million). Both the financial result for the year and the operating profit/loss for the year differ significantly from the budget for the year. The positive deviation from the budget is primarily due to the revenue raised exceeding expectations and financial income also reaching a higher level than in a normal year.

Income

In 2015, the Swedish Red Cross's income increased by 18 (1.4) per cent and amounted to SEK 765 (649) million. Of this, operating income amounted to SEK 697 (541) million and profit from financial investments SEK 68 (108) million.

The vast majority of the Swedish Red Cross's operating income is from donations and contributions, at SEK 363 (248) million and SEK 304 (267) million respectively. In addition, the organisation receives membership income of

SEK 14 (15) million, sales income from donated goods of SEK 3 (3) million and other income of SEK 13 (9) million.

Donations are mainly from private individuals, through monthly donation, emergency fund raising, campaigns, local Red Cross branches and funding from Postkodslotteriet. Donations make up most of the total funds raised, which in addition to donations also include contributions, with SEK 36 (24) million from Radiohjälpen, for example. The total funds raised in 2015 were SEK 399 (272) million. This makes 2015 one of the organisation's best-ever fundraising years. There are two main reasons for the considerable fundraising results. They are partly due to increased media coverage of the refugee situation in Europe and Sweden, which generated a large amount of funds for the På Flykt initiative in the autumn. They are also partly because of continued strong growth in regular donations, which amounted to SEK 77 (55) million. At year-end, the Swedish Red Cross had 68,976 monthly donors.

Of the total funds raised of SEK 399 million, SEK 71 million came via the country's local Red Cross societies, which represents an increase of SEK 10 million compared with the previous year

Fundraising 2015–2013	2015	2014	2013
Total fundraising, SEK million	399	272	287

Contributions come almost exclusively from Swedish public bodies, very much the largest being Sida's contribution to our international activities of SEK 212 (182) million. The considerable increase in contributions compared with the previous year is due in part to the Syria crisis, which led to a number of extra contributions in 2015.

Financial income for the year amounted to SEK 68 (108) million, of which SEK 34 million represents capital gains and SEK 34 million relates to dividends and interest on managed assets.

Costs

SEK 609 (532) million of the costs relate to costs for specific purposes and

SEK 105 (112) million to costs for fundraising, members and administration.

Costs relating to a specific purpose

The largest area of operation is Conflict and Disaster, which includes most of our international work. The costs for this area amounted to SEK 420 (362) million, with most of the costs relating to international operations. The main operations, distributed by country, are shown in the table below:

Country of operation	Cost (SEK 000)
Syria	55,770
Myanmar	17,453
Nepal	17,420
Afghanistan	17,304
Liberia	14,927
Bangladesh	14,556
North Korea	14,017
South Sudan	13,582
Lebanon	12,212
Palestine	9,881

The Syria crisis is the single biggest reason for the increase in costs compared with the previous year. Another contributing factor is that exchange rate fluctuations have had a negative impact on the year.

In total, the Swedish Red Cross provided support in the amount of SEK 21 million to its sister societies in Europe during the year.

The costs for the Health and social participation area of operations totalled SEK 81 (74) million in 2015, where we carried out a major expansion of our treatment operations for those traumatised by torture and war, including establishing a new treatment centre in Göteborg.

The costs for the Migration area of operations amounted to SEK 45 (35) million in 2015. The Migration area is the area of operations within national operations that increased the most in 2015, as a result of the extraordinary refugee situation, including through expanded operations at accommodation centres for asylum seekers.

The total costs for Society Development in Sweden amounted to SEK 19 (23) million. The largest item in this area is the contribution of SEK 8 (10) million given to the Red Cross Youth Federation. Voluntary commitment and resource mobilisation mainly includes our work to develop the second-hand shops, primarily through the local Red Cross branches. The costs for this area fell slightly in 2015 and amounted to SEK 17 (19) million.

The costs for Communication amounted to SEK 27 million (20 million). Communication costs include costs of press information, social media and communication of our activities to the general public

Governance of the Swedish Red Cross 2015

The basis for good governance of the activities of the Swedish Red Cross are that objectives, Swedish Red Cross Strategy 2016-2019 and values are clear and well known to the Swedish Red Cross's members, volunteers and employees. The purpose of governance is to create an effective organisation with a healthy culture that contributes to the improvement of the activities. The following description of the Swedish Red Cross's governance is not included in the audit assignment.

The governance of the Swedish Red Cross is described below. The Swedish Red Cross has chosen to report how the quality code of Frivilligorganisationernas insamlingsråd (FRII), that is to say the Agency for Volunteer Fundraising Organisations, is followed by applying their standardised format. The code, including the impact report for 2015, is published at www.redcross.se/om-oss/ekonomi/friis-kvalitetskod. The Swedish Red Cross has made no significant departures from the code.

Bodies and regulations

The Swedish Red Cross is a non-profit charitable organisation that is governed by its members. Governance of the society by the members is mainly exercised through the General Assembly, the Swedish Red Cross's Board of Directors (hereinafter referred to as the board) and the Secretary-General. The overall structure of the Swedish Red Cross's bodies and governance is shown in the illustration on page 21.

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

General Assembly

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

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

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

Nominating committee

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

The nominating committee held six meetings and five telephone meetings during the year. In view of the fact that 2015 was an Assembly year, the nominating committee also conducted interviews etc. on a number of other occasions. The chairperson was Malin Gunnarsson. Other members were Birgitta Tallroth (region South), Evert Johansson (region South East), Gunilla Ovdahl (region West), Curt Broberg (region Gotland), Helena Westerberg-Larsson (region Göta), Hanna Hallin (region Stockholm), Erik-Johan Hjelm (region Mellan), Bodil Ljunghall (region Mitt), Tord Jemteborn (region South Norrland) and Gösta Eriksson (region North Norrland).

The board

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

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

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

If a board member leaves the board during a mandate period, the Regional Forum can appoint a new board member, based on the nominating committee's proposals.

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

The board appoints from among its members the members and chair of the board of the foundation of Red Cross centre for tortured refugees in Stockholm. The chairperson is Oscar Fredriksson and Denny Vågerö is a board member. (The Board decided to extend Denny Vågerö's membership of the board of the foundation of the Red Cross centre for tortured refugees until 31 December 2015, despite the fact that his mandate as a member of the Swedish Red Cross Board of Directors ended at the General Assembly in May 2015.)

Part of the board of the Red Cross College is also elected from the Swedish Red Cross's board. The chairperson of the board of the Red Cross College is Bo Hermansson and Margareta Albinsson and Denny Vågerö are board members. (The Board decided to extend Denny Vågerö's and Margareta Albinsson's membership of the board of the Red Cross College until 31 December 2015, despite the fact that their mandates as members of the Swedish Red Cross Board of Directors ended at the General Assembly in May 2015.)

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

Some of the members of the Swedish Red Cross's board also sit on the board of the Red Cross Folk High School. Elisabet Perttu is chair of the high school board, while Hala Mohammed is a member and Ewa Jonsson is a co-opted member. (The Board decided to extend Ewa Jonsson's membership of the board of the Red Cross People's High School until 31 December 2015, despite the fact that her mandate as a member of the Swedish Red Cross Board of Directors ended at the General Assembly in May 2015.)

Regional councils

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

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

Branches, branch assemblies and branch boards

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

General Assembly delegates

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

Collaborative council

The collaborative council coordinates the branches' work in the municipalities and coordinates the branches' work in the areas that the assembly has prioritised. According to the election system adopted by

the board of the Swedish Red Cross, the collaborative council elects General Assembly delegates. The collaborative council also appoints delegates to the Red Cross Forum

The Red Cross dialogue

The Red Cross dialogue is a series of meetings in which people from different parts and levels of the Swedish Red Cross discuss important activity and organisation issues. The Red Cross dialogue involves the Swedish Red Cross board, local Red Cross branches, regional councils, the collaborative council and the management team. The overall purpose of the dialogue is to put activities in focus and to derive benefits for people in vulnerable situations. The dialogue creates opportunities for learning and the exchange of experience across the organisation and is a way of testing different methods for good practice and the development of personal leadership. The focus of the two meetings in spring was preparation for the General Assembly in May by discussing how the proposed Swedish Red Cross Strategy 2016–2019 should be implemented. Other matters discussed at the dialogue meetings during the year included the local Red Cross branches' activities at the country's accommodation centres for asylum seekers, the collaboration with the Romanian Red Cross with regard to those EU citizens who are temporarily in Sweden, the need for support for the branches and the work to exert influence.

Red Cross Forum

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

General Assembly 2015

The General Assembly of the Swedish Red Cross 2015 took place in Växjö on 29–31 May 2015.

Stiftelsen Rödakorshemmet (associated foundation)

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

Other associated foundations

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

Salaried staff organisation

The board is assisted by an organisation of salaried staff under the management of a secretary general. Employees are mainly located in four Red Cross offices and in six Red Cross centres for tortured refugees in Sweden. There are also delegates from the Swedish Red Cross who serve internationally. The management team is led by a Secretary General and includes directors for International, National, Representative Dialogue and Info Service, Finance and Support Services, Communications and Fundraising and Human Resources.

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

Authorised auditor and society auditors

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

auditors use this period before assuming their duties for training, risk analysis and preparing auditing plans for the coming year.

Auditing work

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

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

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

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

In order to achieve an effective audit that makes best use of the auditors' varied competence, close cooperation between them is important. It is appropriate that the society auditors, like the authorised auditor, base their review work on a risk analysis. This could certainly be performed together with the authorised auditor.

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

Finance committee

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

Model for management by objectives for employees

The Swedish Red Cross applies a model for management by objectives in order to create increased efficiency and better conditions in which to manage activities towards the overall objectives. The model is also used to improve follow-up and to enable better measurement of the results of the Swedish Red Cross's work. The management model is based on five overall focus areas – Finance, Efficiency, Confidence, Development and Innovation and Sustainability – that permeate the work of the entire salaried staff organisation.

Before each year, the board decides the entire structure of objectives, which in turn represents the activity plan for the year. The units then plan activities based on the defined objectives and report their goal fulfilment quarterly to their director, who compiles goal fulfilment at departmental level. A summary is compiled for the entire salaried staff organisation and reported to the board at the end of each quarter, together with a report on financial results for the quarter.

In determining the Swedish Red Cross Strategy 2016–2019, adopted by the General Assembly in May 2015, the objective was to promote a horizontal approach in which many departments/units have a common responsibility to ensure that the overall objectives are achieved.

In order to follow developments in the Swedish Red Cross's focus areas, a number of goal indicators have been identified for the whole organisation. These indicators form a so-called scorecard that applies to the entire Swedish Red Cross with effect from 1 January 2015. The scorecard will be constantly monitored during the year to improve opportunities to act if deviations from the plan are noticed and to communicate successes and non-conformances.

There is an activity plan for each goal indicator that describes the present position, definitions and measurement method, which will be used to follow up on the indicator.

Remuneration guidelines

Employees

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

Pension benefits

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

Other benefits

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

Conditions for leaving employment

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

Remuneration of the chair, board members and secretary general

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

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

The Secretary General has a fixed-term contract up to and including 30 June 2017. The position is automatically terminated without prior notice on the expiry of the period of employment. The position may be terminated during the period of employment, however, on three months' notice from the Secretary General or on twelve months' notice from the Swedish Red Cross. The Secretary General has a fixed monthly salary of SEK 92,300. The position also has a company car. The pension is in accordance with the current collective agreement.

The work of the board during the year

The composition of the board

During the year, the board consisted of a chairperson, two vice chairpersons and nine board members.

The work of the board

The first part of 2015 was mostly spent producing the Swedish Red Cross Strategy 2016-2019 in order to bring the organisation together to address the greater vulnerability in society, both in Sweden and abroad. The work made use of a market analysis with investigative results sent in by local Red Cross branches. The strategy was then discussed as part of a wide-ranging collaboration with the regional councils, which provided a point of contact to and from the branches. The board was pleased with the teamwork that led to the adoption of the strategy at the General Assembly in May.

Otherwise, the board's biggest challenge in 2015 was to launch the strategy in the autumn, at a time when Sweden was facing a difficult humanitarian situation as a result of the large number of refugees in the world, not least in Europe.

Towards the end of 2015, the board, together with the management team, evaluated the efforts made and analysed future needs. The board determined that the organisation must continue to work to strengthen its preparedness at all levels.

The board saw how the strategy was quickly put into practice across the country during the year. In its work with people, the Swedish Red Cross made a difference with effective action from people who were able to navigate their way through difficult choices and decisions using the basic principles of the Red Cross and a clear strategy as a compass.

The board was able to confirm during the autumn that the Swedish Red Cross had already implemented in 2015 much of what was to be achieved through the strategic alignment by 2019, locally and nationally, as well as internationally.

The increase in activities in 2015 was largely the result of international work, in which the Swedish Red Cross took a greater and more active role in crises and disasters, and also supported its sister societies as well as the entire Red Cross and Red Crescent Movement in their work to help vulnerable people.

Finance committee

There were seven meetings of the finance committee during the year, which produced, among other things, a proposal for a revised investment policy and work instructions for the committee, which were then

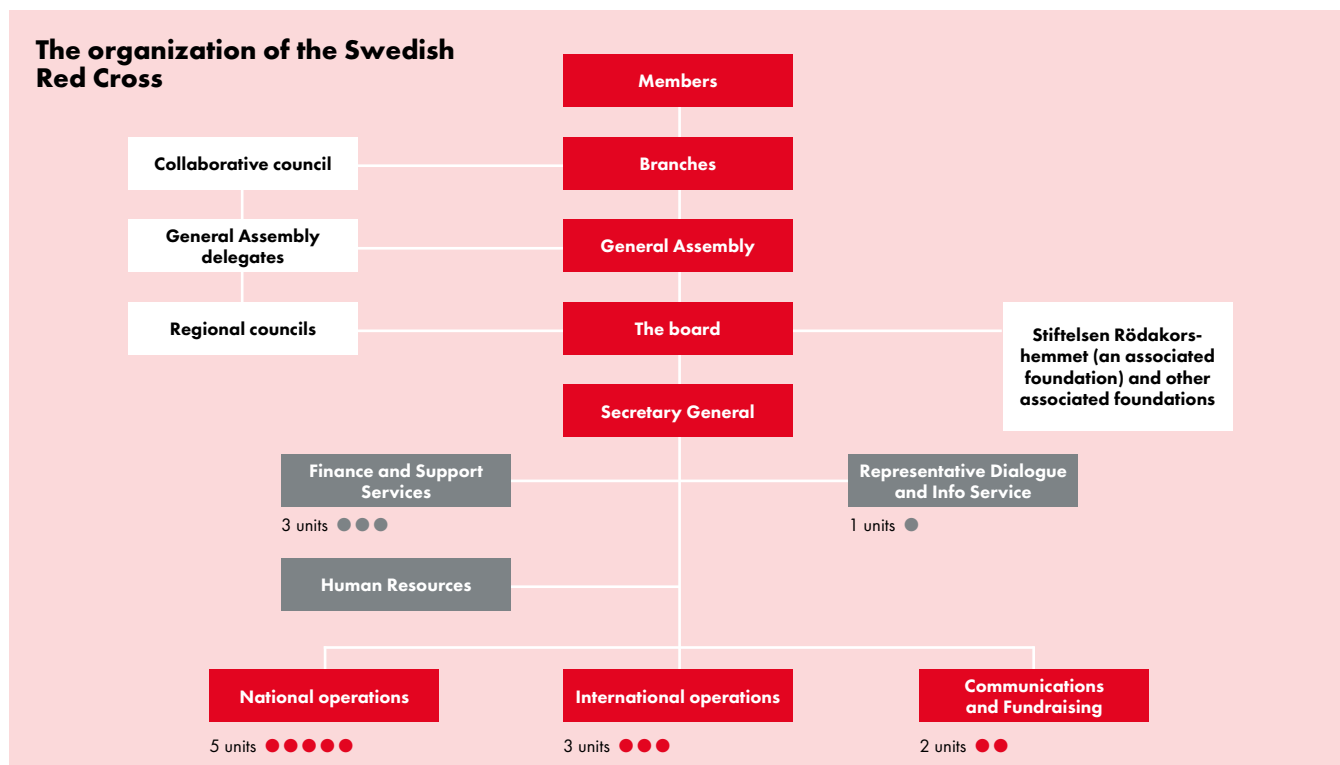
decided on by the Swedish Red Cross's board. Bo Hermansson (vice chairperson of the board) was chairperson of the committee, while Dan Öwerström and Ewa Jonsson were committee members from the board. (The Board decided to extend Dan Öwerström's and Ewa Jonsson's membership of the finance committee until 31 December 2015, despite the fact that they were no longer members of the Swedish Red Cross Board of Directors as of the General Assembly in May 2015.) Richard Gröttheim (Sjunde AP fund) (stepped down in August 2015), Karin Heierson (Skandinaviska Enskilda Banken) and Peder Thyrvin (formerly Handelsbanken) participated as co-opted external committee members, with specific insight into and experience of the financial markets. From 2016, following a board resolution, Angelica Rage and Johan Strid will be added as board members and Eva Gottfridsdotter Nilsson (Länsförsäkringar Fondförvaltning) as a co-opted member. The rapporteur at the meetings was Anna Ernestam, Director of Finance and Support Services.

Auditors and remuneration for auditing

The General Assembly of 2015 re-elected Ernst & Young as the audit firm for the Swedish Red Cross with effect from 2016. The main auditor is authorised public accountant Tomas Lönnström. The elected society auditors were Gunnar Ståhl and Håkan Jarmar and from 2016 Håkan Jarmar and Kent Eriksson.

Sustainability work

The Swedish Red Cross takes responsibility for a sustainable society. We want our efforts to be sustainable from an ecological, social and economic perspective. Ecological sustainability includes continuing to develop recycling work at our second-hand shops. Social sustainability involves working responsibly in work and on-the-job training activities and ensuring that the organisation's leaders are given the support they need to be able to lead work in the right way. It also means further developing internal dialogue. Economic sustainability involves developing new ways of financing our activities. It can also mean increasing the profitability of our second-hand activities, increasing fundraising, primarily from private donors, and continuing to manage the Swedish Red Cross's assets in a responsible manner.



The board's report on internal control

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

Internal control

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

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

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

The control environment

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

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

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

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

Preventive work focuses on training, information and improved processes. Control and follow-up activities are based on, among other things, relevant risk analyses and established minimum requirements. The department reports on its work to the Secretary General and the board.

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

The Swedish Red Cross's highest decision-making body is the General Assembly, which is charged among other things with deciding the alignment of activities for the next four years. The objectives for the Swedish Red Cross's board are based on the decisions of the General Assembly and are broken down into goals and activities for the next four years. Responsibility is assigned to the respective departments, which then receive a budget that is in agreement with the planned activities. If the budget includes procurements and purchasing, these must take place in accordance with the Swedish Red Cross's purchasing manual and included in budget proposals to management. The information basis for the budget must indicate which technical and financial options are available. Projects must undergo a project review, where decisions are taken on which projects are to be implemented. Finally, the complete information basis for the budget is presented to the board for a decision.

During 2015, monitoring of financial outcomes has been performed every month and monitoring of goal fulfilment every quarter. When the quarterly financial statements are drawn up, management follows up on any deviations between outcome and budget with the Swedish Red Cross's managers and prepares forecasts for the rest of the year. With regard to the activities, management monitors whether the established goals are achieved within each working area and unit, and also what strategies and measures must be taken to improve goal fulfilment, if necessary.

A summarised assessment of the year is created in connection with the preparation of the year-end financial statements. Management performs a review with each director of department before the year-end statements are closed.

Risk assessment

Risk management is about managing risk associated with trust, unethical behaviour and irregularities. Risk management work also affects compliance with the responsibility and appropriateness specified by the framework (statutes, policies, etc.). External risks, such as changes in tax regulations, are also taken into consideration. In connection with the annual activity planning process, a risk analysis is performed of each organisational unit, which is then updated and monitored during the following year. The work is based on the COSO model and follows the risk categories determined by the International Federation of Red Cross and Red Crescent Societies (IFRC). The model includes the following risk categories:

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

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

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

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

Control activities

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

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

Information and communication

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

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

Monitoring and follow-up

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

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

Stockholm, 18 March 2016

The Swedish Red Cross Board of Directors

The board of Directors



[1] Anna Carlstedt

President of the Swedish Red Cross. Elected 2015. Born 1971. Lives in Stockholm. **Selected education:** Master's degree in French and literature from Stockholm University. Master's degree (D.E.A.) from the Sorbonne in Paris. Postgraduate study at Stockholm University. University teacher training at Stockholm University. **Positions:** Anna joins us from Ersta Sköndal University College, where she worked as a researcher and director of studies. She has been the president of IOGT-NTO and of the Swedish National Forum for Voluntary Organisations.

[2] Hala Mohammed

Vice president. Elected 2015 (co-opted since 2012). Born 1986. Lives in Stockholm. **Selected education:** Bachelor's degree in IMER (International Migration and Ethnic Relations) from Malmö University. **Positions:** President of the Red Cross Youth in Sweden and member of the Red Cross Folk High School board.

[3] Bo Hermansson

Vice president. Elected 2010. Born 1943. Lives in Nyköping. **Selected education:** Master of political science. Further academic studies in behavioural science and international finance. **Positions:** Bo is a consultant in international finance and has worked in more than 30 countries. Bo is chairperson of the Swedish Red Cross finance committee and chairperson of the board of the Red Cross College. Bo is also chair of the collaborative council for Nyköping.

[4] Oscar Fredriksson

Board member. Elected 2011. Born 1975. Lives in Gnesta. **Selected education:** Qualified lawyer and Bachelor of social psychology and philosophy from Uppsala University. **Positions:** Oscar Fredriksson is the municipal director in Vansbro. Oscar is also chairperson of the foundation of the Red Cross centre for tortured refugees in Stockholm and deputy board member of the Folke Bernadotte memorial fund foundation.

[5] Kristina Ljungros

Board member. Elected 2015. Born 1980. Lives in Stockholm. **Selected education:** Studies in political sciences, development studies and economics at Stockholm University, the University of Dar es Salaam and Umeå University. **Positions:** Kristina is the chairperson of the Swedish Association for Sexuality Education (RFSU) and has worked to develop RFSU's idea debate and strategic development. Kristina has also been a caseworker at Forum Syd for several years and has participated in foreign assignments in Asia, Africa and Europe.

[6] Shirin Persson

Board member. Elected 2015. Born 1951. Lives in Falköping. **Selected education:** Degree in law from the University of Sri Lanka in Colombo. **Positions:** Shirin has worked for organisations such as Sida, the UN and Save the Children in several countries in Asia, the Middle East and Africa. Shirin is the local chairperson of the Red Cross's international law and refugee branch in Skaraborg.

[7] Elisabet Perttu

Board member. Elected 2010. Born 1944. Lives in Pajala. **Selected education:** Master's degree in teacher training. National training as vice-chancellor. Studies in alternative communication for children with development difficulties. **Positions:** Elisabet has previously worked as a vice-chancellor and she has a long history with the Red Cross, including as chairperson of the Pajala Red Cross branch 1983–2001 and a member of Norrbotten district board 1993–1999. Elisabet is chairperson of the Red Cross People's High School board.

[8] Angelica Rage

Board member. Elected 2015. Born 1950. Lives in Forshaga. **Selected education:** Trained as a junior level teacher. **Positions:** Angelica is retired and is the chairperson of the Red Cross branch in Forshaga. She was previously chairperson of the municipal council in Forshaga and she has extensive experience of administration within the municipal sector and of cooperation between municipalities.

[9] Johan Sohlberg

Board member. Elected 2015. Born 1965. Lives in Västerås. **Selected education:** Degree from the Staff programme for officers of the reserve, Swedish Defence University, Stockholm. Degree from the Unit leader course, Swedish Navy Officer Training, Stockholm/Göteborg. **Positions:** Johan is the cathedral parish clerk in the Diocese of Västerås. Johan has many years of international experience through assignments primarily for the International Committee of the Red Cross (ICRC) and the Swedish EOD and Demining Centre (SWEDEC). He has also been a member of the national board of Save the Children. Johan is the chairperson of the local branch in Västerås.

[10] Johan Strid

Board member. Elected 2015. Born 1969. Lives in Stockholm. **Selected education:** Bachelor's degree in political sciences from Stockholm University. **Positions:** Johan is Secretary General of the Swedish Parasports Federation and the Swedish Paralympic Committee. Johan was previously Secretary General of the Swedish Scouting movement during an extensive re-organisation and also helped to develop methods concerning decision-making.

[11] Johan Wendt

Board member. Elected 2015. Born 1978. Lives in Stockholm. **Education:** (focusing on clean water/sanitation) from the Faculty of Engineering ITH. **Positions:** Johan is the chairperson of Mattecentrum and Kodcentrum, two associations he founded and built up himself. Mattecentrum provides help with maths homework for children all over the country, as well as in Denmark and Norway. Johan has experience of strategically and systematically developing and spreading an activity in the form of a membership-based association for young people.

[12] Katarina Struwe Orleifson

Board member. Elected 2015. Born 1960. Lives in Levide, Gotland. **Selected education:** Degree in social studies from Örebro University College. Supervisor/guide training at the Institute of Knowledge Development in addiction treatment at the National Board of Health and Welfare in Stockholm. Leadership development at the Swedish Prison and Probation Service in Norrköping. **Positions:** Katarina is a certified social worker and has extensive experience in management, leadership and conflict management. Katarina is currently self-employed but has previously worked as the head of the Prison and Probation Service in Gotland. She is also the chairperson of the Red Cross regional council in Gotland.

Management team



Ulrika Årehed Kågström



Anna Ernestam



Melker Måbeck



Morgan Olofsson

Photo: Magnus Bergström



Tord Pettersson



Sara Revell Ford



Per Svahn

Ulrika Årehed Kågström

Secretary General. Born 1966.

Education: Business studies at Luleå Technical University and studied French in Aix-en-Provence.

Previous positions: Assistant secretary general, Swedish Red Cross, as well as many years of management experience in the theatre, including as Deputy CEO and marketing manager of Riksteatern.

Board and committee memberships: Radiohjälpen and Folkoperan.

Tord Pettersson

Director, Representative Dialogue and Info Service. Born 1953.

Education: Degree in social studies from Miithögskolan in Östersund.

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

Anna Ernestam

Director, Finance and Support Services Born 1962.

Education: Degree in business studies from Uppsala University.

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

Board and committee memberships: AB Göta Kanalbolaget.

Sara Revell Ford

Director, National Born 1972.

Education: Master's degree in international economics

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

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

Melker Måbeck

Director, International Born 1968.

Education: Degree in law from Stockholm University. Reserve officer.

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

Per Svahn

Director, Human Resources. Born 1966.

Education: Bachelor degree from Linköping University and degree in energy technology from Mälardalen College.

Previous positions: Senior HR roles at international companies such as Ericson, Danaher and Avanade.

Morgan Olofsson

Director, Communications & Fundraising Born 1966.

Education: Degrees in journalism from Stockholm University and business economics from Linné University.

Previous positions: Foreign correspondent for Sveriges Television in Moscow and Washington, head of Rapport (SVT) and communications manager for the Swedish Work Environment Authority.

Board and committee memberships: Deputy chair of Världens Barn's national assembly.

The Red Cross operates in 190 countries and is the world's largest network for human protection. We fight to save lives and to give hope – out in the world and at home in Sweden.



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