



# **REVIEW AND FINANCIAL SUMMARY 2014**

THE NATIONAL LEVEL OF THE CHURCH OF SWEDEN







**REVIEW AND FINANCIAL SUMMARY 2014  
FOR THE CHURCH OF SWEDEN, NATIONAL LEVEL**

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# A CHURCH IN DIALOGUE

THE ARCHBISHOP'S THOUGHTS

We are and will continue to be a Church in dialogue. We carry the Christian faith within us but it reaches out, seeks interaction with other people. The Church does not exist for its own sake, but for the sake of the world. The web of relationships that the Church weaves includes our meeting with God, with ourselves, with others and with the entire creation. It is not strange that meetings and dialogue form a large part of what characterises us as a church.

THE POWER HUB OF OUR work consists of services of worship. They are where we gather together and are sent forth to serve God, all days of the week and at all times. We face major challenges here. Services of worship are declining in that fewer people are attending them and fewer have access to regular services in their local churches. Adaptation to demographic changes is necessary, but it must not eradicate the heart of church life: services of worship. A church must radiate joy in its services of worship, and to do this people must feel involved in and familiar with services that challenge and resonate with the congregation.

That's why the work on our new Order of Worship is important. In the past year it has been discussed extensively and has attracted mass media attention. This shows that the Order of Worship concerns many people, both within the Church and in cultural circles. The discussion also indicates that we need to achieve a wider consensus on our work with the Order. It is important that we gain an Order of Worship with both text and music of high quality. Some work remains to be done, but the great commitment to the work performed when the proposed new version was circulated for comment, and the fact that many parishes have opted to continue using the proposed new version are good signs.

Living in the heart of the community and being receptive to the present form part of our Lutheran heritage. The world's challenges are also the Church's challenges. The past year included a catastrophic development in the Middle East. The situation for many Christians and other minorities in Iraq and Syria has been, and remains to be, terrible. Political and humanitarian measures are required to achieve a lasting solution to the difficult situation. The Church of Sweden contributes humanitarian aid through Act Alliance; it is our responsibility to our fellow human beings and a self-evident Christian approach. I sometimes hear that we should concentrate our efforts on the Christians who are persecuted. Baptism forges a strong bond between Christians, but the calling of Baptism to a life of love also means that we cannot limit commitment to people in need based on their religious beliefs.

Other conflicts are taking place outside the media spotlight. The Church of Sweden's work in areas devastated by war and disasters is crucial to many people.

In Sweden we see that many have considerable expectations of the Church of Sweden. We are in demand as an actor and partner in various places in society. This is posi-

tive, and it is important that the work we do is of high quality. The Church of Sweden runs advocacy work regarding issues such as social injustice, the right to asylum, arms exports and climate. A bishops' missive was published during the year, in which the bishops stated their view on climate change – which is also a spiritual and existential issue. In this respect we play a part as a church in dialogue with politicians, the business sector and the research community for the future of our grandchildren and their grandchildren.

Our national and international involvement is sometimes discussed. Some people ask, "Why doesn't the Church do anything?" Others wonder, "Why does the Church get involved in politics?" That's why it's worth repeating: The foundation of our involvement in justice issues is the Gospel of Jesus Christ.

The Gospel also forms the foundation of our inter-religious involvement. The National Interfaith Council of Sweden's representatives of Sweden's faith communities display fellowship and affinity without disregarding differences. As hate crime for religious reasons is increasing in Sweden, at the same time that acts of violence are being committed in the name of religion around the world, there is an increasing need for interreligious cooperation, both locally and nationally.

The word dialogue comes from the Greek word *dia*, which means through, and the ambiguous *logos*, which means word, but also sentence, reason and goal. The Word of God did not only make the creation possible, the Word also made it understandable, logical. The Gospel of John refers to Jesus as Logos, the key to the structure of reality and the enigma of existence. This is where a foundation is laid for understanding between God's revelation and human reason, which has been essential for how philosophy and science have been able to develop in the Christian world. If it is God's meaning, power and goal we encounter when we explore the creation, the Church can freely live in dialogue and dare to embark on the social, political and intellectual adventures for yet another year living in the grace of God.



ANTJE JACKELÉN  
ARCHBISHOP AND CHAIR OF THE CENTRAL BOARD OF THE CHURCH OF SWEDEN





# TOGETHER

## THE SECRETARY-GENERAL'S COMMENTS

The Church is large, broad and doesn't seek boundaries, in a world where many good forces need to cooperate.

I am delighted to note that 6.3 million people choose to be members of the Church of Sweden. Their reasons may include a longing for meaning and context, experiencing the sanctity of a physical church, drawing from the rich source that is a service of worship, or taking the opportunity to share faith and life with others. Many people regularly take part in the Church of Sweden's rich, broad and deep range of high-quality cultural and music events. Music in the Church of Sweden touches people and takes over when words cease.



IN A TIME of conflicts and terror around the world there are major expectations of the Church, and alongside others we express our support for human dignity and a sustainable society. We will continue working to counteract oppression, injustice and xenophobia in Sweden and globally in the international networks and organisations that prevent conflicts and contribute by providing humanitarian aid. Our society faces a considerable challenge ahead in developing sustainable ways in which to receive asylum seekers and refugees and work to achieve integration. The Church's diaconal (social welfare) work is extensive and is one of the reasons why people choose to be members of the Church of Sweden. A current study shows that about 700,000 individuals in Sweden who are not involved in the Church of Sweden would consider making a difference by doing voluntary work within the framework of the Church of Sweden – primarily in the Church's social work. This constitutes immense potential and opportunities for our parishes!

The supportive and cohesive activities at national level are substantial and cannot be described in full in this report. Allow me to therefore highlight three specific areas of great significance in 2014.

#### **ADMINISTRATIVE COOPERATION**

It is necessary to improve the efficiency of the Church of Sweden's administrative functions and help each other in joint solutions. This produces better quality and the work takes place more cost-effectively. Attempts to cooperate are noticeable and several new steps have been taken recently. A joint IT platform and joint telephony, payroll administration and accounting are some of the keys to sustainable activities in the future. Administrative cooperation sets free local resources and responds to members' requests for our limited funding to be used wisely and responsibly in the parishes' core activities.

#### **CHILD RIGHTS IMPACT ASSESSMENTS**

As stated in the introduction to the Church Ordinance, children have a special position in Christian faith and must

therefore receive special attention. It is pleasing that a new focus has been created following the General Synod's decision on requirements for child rights impact assessments, where increasing numbers of parishes are focusing on children and young people and safeguarding their perspective. This is expressed through structured and thoughtful work in preparation for key decisions in parishes, dioceses and at national level. The needs and requests of children and young people are considered and analysed and subsequently form the foundation of further practical planning.

#### **NEW EDUCATIONAL INSTITUTE**

The Church of Sweden's educational institute, with activities in both Uppsala and Lund, was inaugurated at the beginning of September 2014. A new chapter has started in that a new, cohesive pastoral-theological course is being offered to future deacons, parish educational officers, church musicians and priests. The training creates new opportunities of equipping our employees to serve and cooperate in the Church of Sweden. About 200 students from all over Sweden are admitted each year to a final year or final semester of study at the institute, following their training for their respective professions. The institute will be highly significant to the Church of Sweden's future development.

It is a privilege to be the Secretary-General of the Church of Sweden and part of this work. Cooperation is a prerequisite for continued development. The national level wishes to be a uniting force in the Church of Sweden, supporting the dioceses and contributing to the parishes' opportunities of performing their core task.



HELÉN OTTOSSON LOVÉN  
SECRETARY-GENERAL

# ABOUT THE CHURCH OF SWEDEN 2014

## ORGANISATION, PEOPLE & FIGURES

- The Church of Sweden consisted of 1,364 parishes and 31 parishes abroad in 2014. The task of the parishes is to hold services of worship, conduct training and educational activities, and carry out mission and diaconia (welfare work).
- The Church of Sweden has about 6,292,264 members, 64.6% of the population.
- In 2014 about 410,000 services of worship were held, with almost 16 million participants.\* A third of the services are baptisms, confirmations, weddings and funerals.
- A total of 98,000 people of all ages sing in around 5,200 choirs.\*
- The number of churches and chapels owned by the Church of Sweden is 3,400, of which 3,000 are protected by the Swedish Heritage Conservation Act.
- Visitors to the Church of Sweden's drop-in activities for children and young people aged 0–19 totalled about 1.9 million in 2014.\*
- Nearly 30,000 young people were confirmed during the year.
- Fundraising by the Church of Sweden's international work totalled SEK 177 million. In addition, the Church received SEK 163 million, mainly from Sida (the Swedish International Development Cooperation Agency) and the EU for its international work.
- The national-level work is largely carried out at the Central Church Office in Uppsala which has about 330 employees. Nearly 100 people work for the Church abroad.
- The Church of Sweden had about 22,000 employees and 35,000 elected representatives in 2014. In addition, many people work on a voluntary basis.
- Activities in the parishes are largely financed by the Church fee, 89% of which goes to the local parish and 11% to the diocese and the national level.
- The carrying amount (book value) of the Church of Sweden's collective assets was SEK 41 billion in 2014.\* Some of these assets, such as securities, provide returns, while others, such as churches, are very costly. Capital is managed according to ethical principles and with a requirement for good returns.

*Activities in the parishes are largely financed by the Church fee, 89% of which goes to the local parish.*

\*Precise data for 2014 will be available in June 2015.



# REPORT ON ACTIVITIES

2014 – THE YEAR THAT WAS

## OUR MANDATE

The Evangelical-Lutheran Faith Community of the Church of Sweden accommodates a wealth of different activities that express the basic faith, creed and doctrine that the Church of Sweden stands for. The primary unit is the parish, which has the core task of holding services of worship, educating, and conducting diaconia and mission work. Regionally, the Church of Sweden takes the form of dioceses that have the task of promoting and supervising parish life.

The national level, whose activities are described in this Annual Review and Financial Summary, is in charge of the Church's joint affairs:

- surrounding world and relations, which includes representation, official relations with other churches and faith communities, and international mission and diaconia;
- support to dioceses and parishes, which includes support for the core task of the dioceses and parishes, basic training courses, research, cultural heritage, work among Swedes abroad, and administrative support functions; as well as
- standardisation, supervision and management.

## SURROUNDING WORLD AND RELATIONS

### REPRESENTATION

The Church of Sweden exercises active representation by maintaining sound contact with decision-makers, expressing opinions on material circulated for comment and by being an active voice in the media. This aims to convey the picture of what the Church of Sweden is and does. The Church's message must have a clear theological foundation, be well balanced between the Church's different activities and perspectives and have a clear basis in adopted policies and platforms. This means that we must provide theological perspectives, speak clearly about responsibility, human dignity, redress and freedom in the contexts in which political decisions are made and implemented, within politics, management and in civil society.

### THE ARCHBISHOP

The main representatives of the Church of Sweden are the archbishop and the bishops. During the year Archbishop Anders Wejryd left his position and Antje Jackelén became the new Archbishop. Anders Wejryd was thanked for his services in June and laid down his crosier (staff) to mark the end of his time as Archbishop at a vespers service in Uppsala Cathedral. As thanks for Anders Wejryd's work the Central Board of the Church of Sweden established an annual international grant in his honour. Antje Jackelén was welcomed as the new Archbishop on 15 June.

She visited her Nordic colleagues in Finland, Norway and Denmark in the autumn. Her major engagements outside the Church have included participating at the Göteborg Book Fair and being the host of one of the programmes in the summer series titled *Sommar* on the radio station P1. She took part in the Porvoo Communion's consultation of church leaders in York, UK, in mid-September and in the Lutheran World Federation's *Regional Meeting* in Rome at the end of October.

#### THE BISHOPS

The bishops travelled to Geneva and Bossey in April. The programme included meetings and talks with representatives of the Ecumenical Centre, the World Council of Churches, the Lutheran World Federation, the Conference of European Churches and Act Alliance. Two bishops' missives were published during the year: one about climate and one about becoming a priest or deacon in the Church of Sweden. The missive about climate was distributed to ministers and other representatives of society, as well as in many intra-church and ecumenical contexts. During the year Johan Tyrberg was consecrated as Bishop of Lund Diocese and Eva Nordung Byström as Bishop of Härnösand Diocese.

#### ALMEDALEN AND OTHER FORUMS

The week of political debates in Almedalen constitutes an important opportunity for contact in the context of representation. Along with representatives of the Church of Sweden, representatives of politics, culture and society have contributed within the framework of the Church of Sweden's participation in this external arena. The work has been performed in broad collaboration with the dioceses.

Cultural heritage issues were central to the activities during the year. Extensive and productive work to forge contacts with representatives of the political sphere was conducted. This took place through broad cooperation with various representatives of the Church of Sweden.

A variety of events also took place during the year within the framework of the Church's cooperation with the Right Livelihood Award Foundation. These included seminars during *Världens fest* (the world festival, an event in Karlstad representing the Church of Sweden's solidarity with the worldwide church), the *Almedalsveckan* week of political debate and a joint exhibition about the Right Livelihood Award winners that was produced during the year. The exhibition premiered at the Göteborg Book Fair and was inaugurated at the Central Church Office in Uppsala.

A memorial ceremony for those affected by the tsunami in 2004 was held in Uppsala Cathedral in December. The Archbishop, many members of the Royal Family and the Prime Minister took part. The Church of Sweden also participated in the memorial ceremony that was held in Thailand and was broadcast live by, among others, the TV channels SVT and TV4.

#### RELATIONS WITH OTHER CHURCHES AND FAITH COMMUNITIES

The Church of Sweden also has official relations with other churches and faith communities. Within the framework of this work, the Church of Sweden participates in ecumenical talks and meetings at various levels and in dialogue to gain in-depth knowledge of other churches, address theological differences, and find joint formulations and cooperate with other churches for peace and justice.

The dialogue between the Church of Sweden and the Uniting Church (UCS, *Ekumeniakyrkan* in Swedish) has made a great deal of progress in work to formulate the conditions and forms of future joint relations.

The National Interfaith Council of Sweden has constituted a hub in the work on topical issues about migration, the situation in the Middle East and the multicultural society.

#### CHRISTIAN COUNCIL OF SWEDEN

The Christian Council of Sweden is an ecumenical organisation of which the Church of Sweden is a member. Migration and the situation in the Middle East were key themes for the council during the year. A special gathering took place in the Cathedral of Stockholm in September, dedicated to the situation in Syria and Iraq. The Christian Council of Sweden has also addressed issues regarding the multicultural society and religious meetings.

#### LUTHERAN WORLD FEDERATION

The Church of Sweden is a member of the Lutheran World Federation (LWF), an organisation that gathers together Lutheran churches at global level. Within the framework of its membership, representatives of the Church of Sweden have been selected to take part in a five-year dialogue between the LWF and the Pentecostal World Fellowship. An exchange with the Evangelical Lutheran Church of Brazil about indigenous peoples has also been developed through visits by their indigenous peoples organisation, Comin, for talks with the Sami Council of the Church of Sweden. The relation between the Church of Sweden and



the Mekane Yesus Church in Ethiopia has been discussed within the framework of the LWF and informal contacts have been maintained following the churches' different views on same-sex marriages.

### WORLD COUNCIL OF CHURCHES

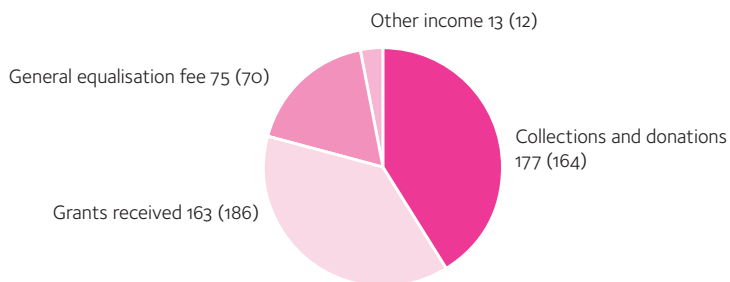
The Church of Sweden is also a member of the World Council of Churches (WCC). Reflections based on the WCC's church and mission documents have been promoted through a consultative procedure, workshops with groups in various dioceses and discussions in youth projects. Young people who took part in the WCC's latest Assembly have participated in programmes regarding the significance of youth involvement in ecumenism, both during *Världens fest* (the world festival) and the *Almedalsveckan* week of political debates. The work has taken place in cooperation with the Church of Sweden Youth. The Church has actively strived to make the issues of indigenous peoples an ecumenical initiative within the WCC. In addition, a *safe space* meeting was held in Kenya to build up trust between churches in Sweden, Africa and Latin America.

### INTERNATIONAL MISSION AND DIACONIA

The task is to coordinate, plan and develop the work, commitment and financing of the Church of Sweden and its parishes for its international mission and diaconia. The work is based on close, goal-oriented and strategic cooperation with parishes, other churches and international bodies. The task includes aiming to achieve coordinated international and ecumenical planning of mission and diaconal (welfare) work.

The Church of Sweden has a special assignment to save lives and mitigate suffering in acute humanitarian situations. This assignment is performed through humanitarian operations that are primarily coordinated within ACT Alliance, but they are also conducted with other partners. The international work is mainly financed using funds raised (collections and donations), grants received and the general equalisation fee.

**DIAGRAM 1: THE FINANCING OF INTERNATIONAL MISSION AND DIACONIA (SEK MILLIONS, THE PREVIOUS YEAR IN PARENTHESES)**



The diagram above shows the financing of international mission and diaconia. Income and expenses for the activities are at the same level as for the preceding year. However, unlike in the preceding year funds raised through collections and donations exceed grants received for the current year.

*In the past year more people have been forced to flee than in any other year since the Second World War.*

## ACT ALLIANCE

The Church of Sweden's international work is part of ACT Alliance, Action by Churches Together, a global collaboration between churches and organisations for disaster relief, development and advocacy.



450 Syrian refugees live in the town of Al Toura, just a few hundred metres from the Syrian border. The town hall was not designed to house residents, but four families live here.

## HUMANITARIAN AID

In the past year more people have been forced to flee than in any other year since the Second World War. According to the UN's grading system, four disasters of the highest degree of severity took place during the year, namely in: South Sudan, the Central African Republic, Syria and Iraq. Through ACT Alliance, the Church of Sweden has contributed to the aid work in conjunction with these disasters. Measures planned in South Sudan have changed, however, due to the intensity of the conflict that has prevailed since the end of 2013 and that has forced millions of people to flee within and out of the country. A new joint initiative has been launched in a more peaceful area to strengthen actors who are working towards positive and peaceful development in the country.

The largest individual humanitarian initiative in 2014 took place in the wake of the typhoon Haiyan in the Philippines, where a relief effort totalling nearly SEK 16 million and two capacity-boosting members of staff provided assistance.

In West Africa the Ebola outbreak led to new cooperation between the WCC, LWF and ACT Alliance. The World Health Organisation, WHO, now recognises the role of religious actors in relation to stopping stigmatisation.

During the year an application to develop climate-smart energy through various methods and approaches in Uganda resulted in a three-year EU grant of SEK 55 million. The work began during the autumn.

Augusta Victoria Hospital in East Jerusalem experienced major financial hardship during the year because the Palestinian Authority (PA) had not fully paid the costs of treatment that had been provided. The situation has not been resolved, despite the LWF – which runs the hospital – performing successful advocacy which has resulted in the PA making regular partial payments.

A joint initiative for Roma in Romania was launched with Norwegian Church Aid (NCA), where the Church of Sweden supports diaconal measures performed by Franciscan friars in the Roman area in northern Romania.

The Church of Sweden has made an impact on the debate on humanitarian aid through Concord, not least through the Aidwatch report and two hearings on humanitarian aid policy in the run-up to the general election in Sweden in autumn 2014. Concord is a platform for civil society organisations. Its task is to provide information and conduct advocacy work regarding the EU's development cooperation and development policy, focusing on reducing poverty. The Aidwatch report is an annual European report on

humanitarian aid issues and aims to influence the quality of aid from EU Member States. The Church of Sweden has played an active part in drawing up the agreement between the Government and Swedish civil society organisations in terms of aid, and the Church's comments on the proposal for a new humanitarian aid policy platform were taken into account.

## LONG-TERM DEVELOPMENT COOPERATION

To bring about changes in the policy areas that the Church of Sweden has chosen to focus on, we actively cooperate with partners and support activities in Latin America, the Caribbean, Africa, the Middle East and Asia. The aim of the long-term development cooperation is to work with the root causes of injustices and poverty problems. A central component of the partnership consists of work to strengthen partners and the Church of Sweden's capacity to take action in the civil society. This contributes to creating societies imbued with democracy, justice and equality. Part of this comprises working with long-term policy dialogue together with partners, thereby highlighting structural injustices. Another part involves working with a rights-based approach that focuses clearly on participation from rights holders. An additional part consists of helping to strengthen an enabling environment, within which the civil society can operate. There must also be preparedness to be able to expand the activity to encompass a temporary humanitarian operation, and to be able to link it to a more long-term operation when conditions exist for doing so. During the period the Church of Sweden deemed it particularly important to focus on the work designed to bolster the link between humanitarian operations and long-term development cooperation.

## FUND-RAISING CAMPAIGNS

The Lenten Fundraising campaign was on the theme of *EVERYTHING to eradicate hunger*, focusing on what we can do together both in Sweden and around the world to reduce hunger. Concrete examples from Haiti and Cambodia highlighted how equality and climate issues affect people's opportunity to eat their fill. The Christmas campaign was on the theme of *Let more turn five!* and boosted work to reduce infant mortality. The model using mentor mothers in South Africa, Swaziland and Ethiopia constituted an example of this work. In preparation for the Christmas campaign, profiles were drawn up of selected employees, mentor mothers and families within the mentor mother activities in South Africa and Swaziland.

In the autumn of 2014 the Church of Sweden launched a social media project concerning fundraising for the international work. Messages were posted in the digital flow about the Christmas campaign, current fundraising in the wake of disasters and collection projects. During the autumn the Facebook page [facebook.com/svenskakyrkaninternationellt](https://www.facebook.com/svenskakyrkaninternationellt) had about 3,500 followers, and by the turn of the year this number had risen to 5,800.

The new payment channel Swish has been available for donations to the Church of Sweden since November 2014. The first users were the members of the General Synod at the closing church service of the General Synod, when it became possible for members of the congregation to make a contribution to the collection through Swish. Swish is a payment service for individuals, companies and organisations. It is based on mobile phones and is provided by the major Swedish banks.

#### VÄRLDENS FEST, THE WORLD FESTIVAL

One of the highlights of the year was when international guests, volunteers, elected representatives and employees gathered for *Världens fest* (the world festival) in Karlstad in early summer. This event, spanning a few days, gave the Church the opportunity to publicly display its solidarity with the worldwide church through services of worship, cultural programmes, happenings, seminars and personal meetings. More than 2,100 people were registered as participants in *Världens fest* but the event reached larger groups. The opening and closing church services both attracted congregations of more than 3,500 people. The fundraising concert at Sandgrund attracted about 5,000 people.

## SUPPORT TO DIOCESES AND PARISHES

### SUPPORT TO THE CORE TASK OF THE DIOCESES AND PARISHES

One of the tasks of the national level is to support the dioceses' efforts to develop activities in the parishes. Support to parishes is either given directly or via the dioceses – in addition support is given to the dioceses without a direct subsequent link to parish level. Some development work takes place in cooperation with one or more dioceses that have special interest and involvement in an area of activity.

The work aims to provide support in the prioritised areas agreed on by the Central Board of the Church of Sweden

and the dioceses: support to the core task of the parishes, communication, external situation analysis and research, and administrative cooperation. Areas of activity have also supported climate work and work on identity and human dignity issues.

### Support to the core task of the parishes

Services of worship can strengthen our ability to deal with everyday life. Work on the new Order of Worship aims to facilitate parishes' opportunities of developing their services of worship. The work on the review of the Order of Worship has started in a new form to result in a decision on a new Order of Worship for the Church of Sweden in 2017. The responses to the proposed new Order of Worship that had been circulated for comment were submitted in February; they were analysed during the year and formed the basis for further work on the proposed new Order. The considerable responses submitted, comprehensive comments from music organisations and requests for opportunities to further assess the quality of and create a consensus on a revised proposal, led the Central Board of the Church to extend the timetable for the revision of the Order of Worship. During the year translations of all or parts of the proposed new Order of Worship into Finnish, Meänkieli, Southern Sami, Lule Sami, North Sami and Swedish sign language were evaluated using a special questionnaire. Work to translate texts used in services of worship into Romani Chib has started.

### SHARE FAITH – SHARE LIFE

Together with dioceses and parishes, a special focus on the Church's education and mission is underway for people of all ages: *Dela tro – dela liv* (Share faith – share life), with the aim of boosting parishes in their core task and finding new paths in work in practice. With this venture, the Church of Sweden wishes to give people of all ages the opportunity to grow and develop in their ability to talk about and live in faith. The work on *Share faith – share life* made significant progress during the year. The Central Board of the Church has decided on eight sub-projects in cooperation with the dioceses. Work on the ecumenical and international mapping of education, training and learning is ongoing. The first national conference in the *Share faith – share life* venture took place in collaboration with Strängnäs Diocese during the autumn. The theme was learning from an ecumenical and international perspective, with a special focus on learning for adults. In 2014 representatives of the national level visited all the dioceses to discuss *Share*

*faith – share life* and give talks and hold seminars. A newsletter is distributed regularly and is available online. A reference group of young people aged 16–18 has been set up to harness a youth perspective.

#### DIACONIA

In the field of diaconia (welfare work) and diaconal development, documentation containing proposals for further work on the Church of Sweden's task and role in Swedish welfare has been drawn up. The process to draft these proposals was based on issues regarding the task, identity and role of the Church, and advice and guidelines are being developed in parallel. The future work includes drawing up a *Plan for diaconia in the Church of Sweden*, communication and implementation of the platform *The Church of Sweden's role and task in Swedish welfare* and creating material as guidance on the basis of the platform. Work took place during the period to strengthen competence within the Church of Sweden regarding parishes' contact with people who are outside the labour market. In 2014 a national

*One of the highlights of the year was when international guests, volunteers, elected representatives and employees gathered for Världens fest (the world festival) in Karlstad in early summer.*



The Church of Sweden's diaconal work is significant to many people and demonstrates both breadth and depth of social commitment.



project was initiated and planned in cooperation between the national level and the Church of Sweden Employers' Association, in close collaboration with the Swedish Public Employment Service. The project will take place in 2015–2017 with the aim of creating conditions for dioceses, parishes and groups of parishes (pastorat in Swedish) to have the opportunity to run activities that lastingly and effectively lead to the unemployed entering into work, work experience/internships, training or education.

The new online channels for the *Jourhavande präst* (Duty Priest) service – via chat and digital letters – were launched in the autumn. The service was primarily launched with a focus on young adults and was advertised both directly to the general public and via printed material to the parishes for use in communication about the Duty Priest service. Since its launch the chat has been open for four hours on four evenings per week. On average 10.5 chats have taken place each evening on which the chat service has been open. *Jourhavande präst* (Duty Priest) by telephone, which can be reached by calling the emergency services number 112, answered 80,815 calls during the year. Compared to 2013 this is a 16% increase.

### Communication

Work on external communication is mainly conducted within the frameworks of the venture run jointly with the dioceses *Kommunikationsåret* (The communication year). These efforts aim to make sure that the Church of Sweden is seen throughout the year, not just during the feasts and public holidays most closely associated with the Church and Christianity.

External communication measures were implemented during the year in the recurring campaigns in the run up to Lent and Christmas. During the weekend that included All Saints' Day a major campaign was run on the topic of prayer and mainly comprised a relaunch of the Church of Sweden's prayer website, which had been updated with a digital candle-lighting function. In the course of that weekend, the prayer website had 111,000 visitors and 26,700 lights (representing candles) were illuminated in the trees at the four cemeteries included in the campaign.

Work with social media was strengthened during the year. The Church of Sweden on Facebook, *facebook.com/svenskakyrkan* had more than 30,000 followers at the end of the year.

### External situation analysis

The work was focused on consultative support to the dio-

ceses regarding external situation analysis and local situation analysis – not least on the 80 or so occasions when presentations were given on the role of the Church and its conditions in today's society.

The *Kyrkbussen* (church bus) project has completed its first and started its second questionnaire-based survey, marking a step forward for coordination of the Church's surveying activities. The questionnaires have above all been aimed at a general sample of the population, vicars and information officers and a smaller survey was aimed at directors of dioceses.

### Administrative cooperation

To intensify and formalise cooperation within administration in its broad sense, all dioceses and the national level together decided to define five priority areas for cooperation: IT (including telephony and video conferences), properties, accounting and payroll administration, task response mechanism and purchasing support (including framework agreements). In addition there is purchasing support focusing on elements such as the Church of Sweden's framework agreements. During the year these agreements generated savings of more than SEK 70 million in relation to normal prices – an increase of more than SEK 20 million (42%) compared to 2013. The sizeable increase is partly thanks to more extensive use of the framework agreements and partly because the number of agreements has risen. Work on joint accounting and payroll administration also continued during the year. At the end of 2014 several parishes had started using or were preparing to start using the joint accounting and payroll systems with their related uniform work processes. Many of these parishes are clients in the service agencies that are now being created within or in close collaboration with the dioceses.

### Climate work

One of the national level's continual and core tasks is to support the dioceses in their *environmental diploma* work. An environmental diploma training course was held in the Church of Sweden during the year. The Church's environmental diploma scheme is based on commitment and reflection among employees and elected representatives. It is also a management system that aims to guarantee the quality of environmental work in the parishes. The system is unique to the Church of Sweden, and other churches have expressed interest in using it. The dioceses' environmental work is bolstered through theme days, training courses and network meetings.

During the year the work focused on the completion, publication and follow-up of *the bishops' missive about climate*. Events were held to increase interest in climate issues and contribute to the Church of Sweden's work in this field. As part of the national and international publication of the bishops' missive, the climate issue was highlighted as a theological issue.

### **Identity and human dignity issues**

The work on refugee, integration, migration and diversity issues illustrates the ongoing large-scale reception of refugees in Sweden and an ongoing increase in the number of poor EU migrants. In turn this reflects the refugee situation and freedom of movement in Europe. Xenophobic and racist groups have increased support among the population today, but there is also a prominent greater interest and involvement in receiving refugees and integration issues in the society as a whole and in the Church of Sweden's parishes.

During the autumn the question of whether the Church could be an actor regarding accommodation centres for asylum seekers was raised in bilateral contracts with the Migration Agency and based on the major prevailing needs for accommodation. The General Synod emphasised the importance of the Church of Sweden's presence at accommodation centres for asylum seekers and decided to commission the Central Board of the Church of Sweden to urgently look into how financial support can be provided to parishes who are involved in refugee and asylum issues. Work in the NGO the Swedish Refugee Advice Centre, was developed during the year and new forms of collaboration were established with several dioceses. At the start of 2015 SEK 5 million was earmarked to strengthen parishes' work with asylum seekers and refugees. We also decided to establish a special function at national level to support dioceses and parishes in this work.

### **CHILD RIGHTS IMPACT ASSESSMENTS**

Activities regarding children and young people were largely characterised by work to implement the decision on child rights impact assessments. The work has largely comprised consultations, information and training in dioceses and parishes. The process to update *Handbok för barnkonsekvensanalys i Svenska kyrkan* (a handbook for child rights impact assessments in the Church of Sweden) has also been initiated.

A preliminary study regarding strengthened communication of confirmation was completed during the year. As well

as containing proposals for strengthened communication of confirmation, the study proposes how to develop activities in this area. Work in the Christian Council of Sweden's working group for church-school issues concerning the educational material *Om religionsfriheten* (About religious freedom) is complete, and the material can be used by schoolteachers as of the spring semester of 2015.

### **MULTILINGUAL WORK**

The Church's multilingual and minorities work includes helping the dioceses with coordination and external situation analysis, developing new methods and tools, and implementing skills-enhancement measures as well as efforts to support and develop multilingual work among children and young people in particular. Measures were also launched during the year to develop sign language work, increase inclusion of Roma and travellers in the Church of Sweden and develop the work with children and young people. This was based on the results of mapping diocesan and parish needs for cooperation and assistance in their multilingual work. The skills-enhancement measures conducted are deemed to have improved knowledge and awareness of multilingualism and the issues of minorities and indigenous peoples in the Church of Sweden. The Church's collaboration with other actors in this area was also expanded and developed.

### **WORK WITH INDIGENOUS PEOPLES**

Work on the white paper about the Church of Sweden's historical relations with the Sami continued in 2014 and is estimated to be complete in 2015. It is a joint project between Umeå University and the Sami Council of the Church of Sweden. The Sami Council of the Church of Sweden has decided to award the 2014 cultural grant to the Sami youth choir Vaajmoe.

In international work concerning indigenous peoples, the Church helped the Sami Council of the Church of Sweden by providing expertise to the working group that has drawn up the WCC's new indigenous peoples' programme. The programme constitutes a key foundation on which to base continued work in the Church of Sweden on issues affecting indigenous peoples – especially in the fields of indigenous theology, reconciliation and change and churches' advocacy work.

### **GENDER ISSUES**

Work on gender issues includes coordinating and developing the Church of Sweden's efforts to prevent and deal with





sexual assaults in church contexts. Training days were offered to the dioceses' contacts for sexual assault and other groups of employees, such as personnel managers. The spring training day was on the theme of *Att närma sig det komplicerade* (Approaching what is complicated).

A preliminary study concerning LGBTQ certification was also produced during the year. The study contains a description of what LGBTQ certification in the Church of Sweden involves, proposals for how the work can be implemented and proposed possible measures and an action plan. The study was drawn up in collaboration with reference persons from the dioceses and in dialogue with, among others, the Church of Sweden Youth and RFSL – the Swedish Federation for Lesbian, Gay, Bisexual and Transgender Rights.

### **BASIC TRAINING PROGRAMMES**

The Church of Sweden's educational institute has the task of training future deacons, parish educational officers, church musicians and priests in

*One of the key tasks of research is to expose figures of thought that sometimes subconsciously govern thoughts, actions and decision-making.*

accordance with the syllabuses established by the Central Board of the Church. The training is to be the same for the different programmes to a certain extent and takes place in Uppsala and Lund. In addition, the educational institute is responsible for the training that authorises vicars to head a parish and the course *Kyrkoherde i dag* (Being a vicar today).

The training at the new institute started in September. During the first semester 99 people studied the deacon, parish educational officer, musician and priest programmes.

## RESEARCH

Work is also in progress to promote research within theology and other areas that are important to the life of the Church and its activities. This includes representing the Church of Sweden at universities and university colleges and in public debate.

Research findings were presented via publications, lectures and conferences during the year. Gatherings for diocesan and parish employees with PhDs were held to continue to stimulate and harness the expertise that these people bring to the Church of Sweden.

Several monographs, anthologies, research overviews, and scientific and popular science articles were published in 2014. The *Forskning* (Research) webpage on the website *svenskakyrkan.se* attracted more than 15,000 unique visitors during the year. One of the key tasks of research is to expose figures of thought that sometimes subconsciously govern thoughts, actions and decision-making. During the year the Church of Sweden published eight short texts about models that influence our thinking. Examples of figures of thought: *Perceptions of Israel and the end of time*.

## CULTURE

Another area consists of working to provide rich and multi-faceted cultural activities that promote dialogue about religion and approaches to life. Such work has included *Se människan* (See the human being), which is the Church of Sweden's programme at Göteborg Book Fair and comprises a forum focusing on literature and existential issues.

The Church of Sweden's cultural grant is also part of the Church's culture initiatives. The grant was awarded during the year, divided among seven projects about important issues. The grant holders' work has included highlighting themes such as what life is like for detainees, land grabbing and the depiction of species of animals that humans have

driven to extinction. Other themes included development of psalms and hymns in a digital soundscape.

During the year the Church also presented two film awards: *Angelos* – the Church of Sweden's film award at the Göteborg Film Festival (in collaboration with Gothenburg Diocese) to the film *Jag är fan en panter* (I'm a f\*\*king panther), and the Church of Sweden's Youth Film Award at BUFF, the Young People's Film Festival in Malmö (in collaboration with Lund Diocese and the group of parishes Malmö Pastorat) to the film *Leave to remain*. At the festivals the Church of Sweden contributed to the work of the jury and to seminars related to the films.

The 2014 *Church Music Symposium* took place in September in cooperation with the Sensus adult education association on the theme of *Music activities in the Church*. About 700 people attended the symposium, including those playing an active role. "What place does the Church of Sweden have in Swedish culture?" was one of the questions discussed.

## CULTURAL HERITAGE

The Church of Sweden manages the country's largest cohesive collection of cultural heritage. The Church's cultural heritage is both tangible and intangible: cemeteries and memories, churches and traditions, instruments and music.

The Church of Sweden owns 3,400 churches and chapels, 3,000 of which are protected by the Swedish Heritage Conservation Act. One of the Church's tasks is to decide on allocation of the ecclesiastical heritage grant and report on how it is used to the Government.

The Church receives an annual grant for the extra costs incurred by care and maintenance of the ecclesiastical heritage that is covered by the Swedish Heritage Conservation Act.

The annual ecclesiastical heritage grant amounts to SEK 460 million. Consultation days were held during the year with diocesan coordinators of the ecclesiastical heritage grant; representatives of the Swedish National Heritage Board, county administrative boards and county museums also took part.

A status review known as *Kontrollstation 2014* (Checkpoint 2014) of ecclesiastical heritage issues was performed with the Government during the year. The focus was on supporting and promoting the dioceses in their ecclesiastical heritage activities, preparing the work of the Central Board of the Church on the national allocation of the grant, and annually informing the Government how the grant is used and how the heritage work is progressing.



*The equalisation system aims to even out structural and financial differences between units in the Church of Sweden, thus creating the conditions for Church activities all over the country.*

## WORK AMONG SWEDES ABROAD

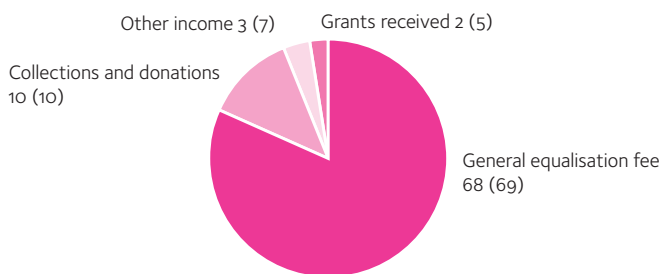
The Church of Sweden Abroad performs church activities for Swedes residing in other countries. This includes maintaining contact with other church activities among Swedes abroad, collaborating with Nordic and other international bodies and promoting ecumenical cooperation. The recruitment and training of employees and staff stationed abroad are also part of this remit.

The work is run in 30–40 parishes divided among 25 countries on 5 continents. There are more than 70 employees stationed abroad, 70 locally employed people and about 7,000 volunteers, 2,000 of whom are representatives who work with information, inspiration and fund-raising activities in Sweden. Abroad there are more than 5,000 volunteers who help employed staff run the activities.

The diaconal (welfare) efforts will be further developed in the parishes abroad. One concrete measure has been to perform a detailed inventory and analysis in Thailand, where needs have been assessed and dialogue held about who is responsible for the wellbeing of vulnerable Swedes, as well as dialogue about the allocation of roles between the Church and the state.

Social media presence is vital to the activities abroad. This presence was developed and expanded during the year. Some parishes have formed special Facebook groups as hubs in mobile activities to create a social meeting place online combined with physical meeting places such as services of worship and activity groups. At the beginning of May a course in social media presence was held for staff abroad. The activities are primarily financed using the general equalisation fee.

**DIAGRAM 2: THE FINANCING OF WORK AMONG SWEDES ABROAD (SEK MILLIONS, PRECEDING YEAR IN PARENTHESES)**



The diagram above shows the financing of work among Swedes abroad. Income and expenses for the activities are at the same level as for the preceding year.

## SWEDISH THEOLOGICAL INSTITUTE (STI) IN JERUSALEM

The mandate is to develop and more deeply explore the question of Christians' interactions with people of other faiths, in particular in interactions with Judaism; This takes place through academic work linked to research and participation in the dialogues that can be conducted in Jerusalem,

short courses of both an academic and general educational nature, international courses, local programmes and development of local contacts. The Swedish Theological Institute (STI) held regular courses during the year, some run by the institute itself and others run by the Centre for Theology and Religious Studies (CTR) at Lund University.

## EQUALISATION SYSTEM

The task is to be responsible for the Church's equalisation system and administrate and establish the levels in the system. The task also includes conveying Church fees, which amount to about SEK 13 billion per year.

The equalisation system aims to even out structural and financial differences between units in the Church of Sweden, thus creating the conditions for Church activities all over the country. The system comprises equalisation at parish level – *general equalisation*. The general equalisation complies with the stipulations of the Church Ordinance regarding equalisation of income, equalisation of expenses for church maintenance and equalisation of expenses based on the number of Church members. As fees and grants follow each other, the general equalisation does not affect the financial result of the national level.

The system also includes general equalisation that comprises the national level's financing from the Church fee. The general equalisation also finances the diocesan grants. These constitute the net amount of the total diocesan grant and the dividend/return that the dioceses are able to receive from management of property and other assets to finance the ministry of the clergy. The cost at national level primarily varies as a result of the dioceses' management of the above assets.

The Church's inquiry into property and equalisation took place during the year; in spring 2015 it will provide feedback on the General Synod's written communication from 2013 via the coming report.

## JOINT IT SYSTEM

The task comprises being responsible for the operation, management and development of, among other things, the Church intranet (Kyrknätet), the parish registration system, the joint administrative system (Kyrksam), election and mandate systems, collection and payment systems, the church building register and inventory system, e-mail and the website [svenskakyrkan.se](http://svenskakyrkan.se) and the common intranet (intranätet). The task also involves providing training and support.

Several major launches of expanded system support in the form of improved functionality took place during the year. Population registration will no longer be based on parishes as of 2016. From then on, the Church of Sweden will need to manage parish boundaries and changes to such boundaries. Systems were created in 2014 to link addresses, and thereby Church members, to a parish.

A total of 75,000 support cases were dealt with during the year.

## DIRECT ELECTIONS

The task is to have overall responsibility for all the direct elections throughout Sweden by assisting the Diocesan Boards in various ways with their tasks by drawing up joint routines, information and training. Major ongoing projects include preparations for the Church elections in 2017, and a preliminary study regarding IT support has been conducted in relation to this.

## STANDARDISATION, SUPERVISION AND MANAGEMENT

### INTRA-CHURCH STANDARDISATION

The task is to assist the General Synod by preparing decisions on changes to the Church Ordinance regarding stipulations about the Church's faith, creed and doctrine; the books of the Church; services of worship; sacraments and other ceremonies; belonging to the Church; the Church's ordained ministry; the Church's organisation and the rules that parishes, dioceses and national-level bodies must comply with when performing their tasks. The activities focus on producing suitable documentation for establishing a consensus, reflection and decisions on changes to the Church Ordinance.

Work on proposed and agreed amendments to regulations was less extensive in 2014 than in 2013 because regulatory amendments following agreed structural changes were implemented. A number of *Church of Sweden regulations* were issued during the year – most of them as a result of General Synod decisions.

The work to create a section on canon law and other legal matters on the Church of Sweden's intranet and improve online availability of the Church Ordinance and the *Church of Sweden regulations* continued. During the

year an order/plan was drawn up to publish information on the intranet each year about agreed changes to the Church Ordinance. The material aims to make it easier to find out what changes have been agreed on and where to find more information about the reasons for the decisions.

## CHURCH OF SWEDEN PREPAREDNESS

The task is to be responsible for preparedness in the Church of Sweden and, through advice and instructions, provide guidelines for how planning should take place in the Church. Within the framework of the national level's emergency preparedness and emergency management, support is provided to the activities of parishes abroad, to staff stationed abroad in the Church's international work and to the HR function at the Central Church Office.

In 2014 the Church arranged a gathering for the priests in the Swedish Response Team (SRT) and for the dioceses' emergency preparedness coordinators. Our contacts and cooperation with *the Swedish Civil Contingencies Agency (the MSB)* continued. A special project was run during the year about the Sindra working model, which aims to provide coordinated support to victims and next of kin. The Ebola outbreak in West Africa gave rise to a project to create awareness and increase preparedness regarding the risk posed by the outbreak.

## CHURCH ARCHIVE

The task is to issue rules for looking after documentation in the Church archive in terms of which writing and storage equipment is to be used, how to preserve the archive, the lending and returning of documents, the submission of documents for supervision and review, and when and how to weed documents (remove them from the archives). The responsibility also includes transferring archived documents that are no longer needed in Church activities to the Central Board of the Church for storage in the Church's joint archive.

A number of archives abroad as well as foundations' documents in closed foundations' files have been sorted and catalogued. The Church of Sweden Aid archive has also been catalogued as closed. Church records and parish registers from the parishes abroad in Copenhagen and London have been digitised.

The process mapping conducted regarding documentation of funeral activities has been approved by Sweden's

National Archives and has been communicated to the Church of Sweden Employers' Association and the Swedish Federation of Cemeteries and Crematoria for further handling in future archive training.

## PROPERTY AND OTHER ASSETS TO FINANCE THE MINISTRY OF THE CLERGY

Through its management of property and other assets to finance the ministry of the clergy, the Church of Sweden is the country's largest agricultural manager and its fifth largest forest manager.

In addition to supervising the dioceses' management, the work comprises providing advice, support and assistance in issues related to the management, and convening discussions with diocesan representatives for consultations about the management at least once a year. The tasks also include issuing more detailed stipulations that apply to the management.

This year's consultation with the dioceses about the management of property and other assets to finance the ministry of the clergy took place in October and focused on climate issues and how the climate changes that are now being forecast are expected to affect the mean temperature in Sweden and the growth of the forest stand.

## NATIONAL CAPITAL

The task is to manage the national capital (assets) in such a way that it is maintained at its actual (index-linked) level, measured over a rolling ten-year period. The capital must be managed effectively, in an ethically defensible way, risks must be spread out, and the best possible total return must be obtained. The management of the national capital complies with UN principles for responsible investments. The financial policy adopted by the Central Board of the Church governs the work, and delegated responsibility for the work lies with the Asset Management Council.

The holdings are presented on the website [svenskakyrkan.se](http://svenskakyrkan.se) and in note 21 of this annual review. A separate report on responsible investments for the year, *Ansvarsfulla investeringar 2014*, describes the detailed asset management work. The framework of the ethical work encompasses Ethos funds with Swedish and global equities as well as fixed-income instruments available for the entire Church. There are currently three funds that concentrate on Swedish equities, global equities and fixed-income instruments.

# GREEN ACCOUNTS 2014

## PROACTIVE WORK FOR A CHURCH THAT TAKES A CONSCIOUS APPROACH

### GREEN ACCOUNTS

Efforts to achieve more sustainable development are central to the Church of Sweden's task and activities. This is perhaps especially prominent in our international work, social work and ethical capital (asset) management. The Church of Sweden's work on sustainability rests on two principles that are fundamental to Christian faith and ethics. These principles state that all people are equal in worth, that as stewards of God's gifts, human beings are accountable to other people and to the creation in general. However, the Church's own activities contribute to greenhouse gas emissions, for example. And as the Church of Sweden supports projects in communities with widespread poverty and weak control systems, there is also a risk of corruption and embezzlement. The Church of Sweden must therefore always be proactive and follow up and examine the effect of its own activities on people and the environment. As part of this work, for the fourth year running, the national level has drawn up a sustainability report in line with the Global Reporting Initiative's (GRI's) reporting framework, level C. The report focuses on how the national level strives to minimise its own potentially adverse impact on sustainable development.

### MANAGING SUSTAINABILITY WORK

Sustainable development is to be an integral part of managing our activities. The overall planning of activities and follow-up for the national level include planning, implementing and following up specific activities to promote sustainable development. The Central Board is responsible for the Church of Sweden's sustainability work at national level and for ensuring that a sustainability perspective runs through the entire organisation. This means

- providing support to dioceses in their work on sustainable development,
- supporting development projects that contribute to a sustainable society,
- helping to enable people to demand and defend their rights and dignity,
- conducting child rights impact assessments before making decisions,
- working to ensure that all employees are committed to a sustainable society,
- focusing on employees' health and on them achieving a balance in life,

- working to ensure that all suppliers comply with applicable guidelines,
- checking that the management of the Church of Sweden's capital (assets) complies with the policy for responsible investments adopted by the Central Board of the Church, and
- that, playing an active part in civil society, the Church of Sweden's international work and its partners implement own measures and advocate the sustainable use of natural resources and people's right to satisfactory living conditions as well as just, safe, peaceful and democratic societies.

#### **POLICIES AND INTERNAL REGULATIONS ARE AN ESSENTIAL PART OF MANAGEMENT**

##### *Code of Conduct*

The Church has a Code of Conduct that its employees must comply with. The code has been established by the Secretary-General and contains information about the Church's standpoint in terms of legislative requirements, wielding power, corruption and pornography. Employees must comply with Swedish legislation. Employees abroad must use Swedish legislation as a guide, as well as complying with local laws, international conventions and regulations. The code also establishes that the Church's employees must never use their position of authority in a prohibited way, and they must not, in any circumstances, contribute to or take part in corruption by giving or receiving bribes. The workplace and all technical equipment must be free from pornographic material. The Code of Conduct is conveyed to employees via the intranet and in a special document for new employees.

##### *Financial policy for ethical capital (asset) management*

A financial policy applies that follows the UN Principles for Responsible Investment, PRI. This means that our investments are to be characterised by consideration and respect for the environment, human rights and working conditions, as well as good corporate governance. Since 2009 the carbon footprint of the asset management has gradually decreased, and investments are no longer made in companies that extract coal, oil or gas. The focus is instead on companies that actively tackle their adverse impact and contribute to solutions.

##### *Policy against corruption and embezzlement*

A zero tolerance policy regarding corruption and embezzle-

ment applies. A practical anti-corruption guide has been drawn up and communicated to our employees and partners. The activities must be able to manage the risk of corruption and embezzlement, even under difficult circumstances.

During the period that the Church of Sweden supports international initiatives, our international administrators are in close contact with the partner in question. This makes it easier to discover irregularities and deficiencies in administration. Checks are made on an ongoing basis, for example by always studying our partners' reports on both the project and joint finances.

If there are signs of corruption, the Church of Sweden launches an enquiry. If the suspicions are of a serious nature, further payments may be stopped immediately. The Church of Sweden also informs partners in the project and other Swedish financiers and begins talks with the partner in question.

In cases where suspicions of corruption or serious administrative shortcomings are confirmed, the Church of Sweden initiates talks about how funds paid out should be repaid. In turn, the Church of Sweden may also be forced to repay funds that have not been used for the purposes intended.

##### *Procurement policy*

A procurement policy applies which states that all procurement must take place on the basis of three principles: good business practice, the equal worth of all people and good stewardship. In practice, this means that the Church of Sweden may only procure from and enter into agreements with companies that behave responsibly towards their employees, society and the environment. The Church of Sweden's work for sustainable, fair and just development makes major demands of the companies that we sign agreements with. The companies must comply with international frameworks for companies that aim to protect people and the environment.

##### *Travel policy*

A travel policy is applicable which states that trips in service are to be made taking environmental impact and cost-effectiveness into account. In practice, this means that employees must always consider the possibility of travelling by train or bus rather than air, although taking the time and distance into consideration. If possible, public transport must always be used in preference to taxis or cars.



### *External policies*

The Church of Sweden's international work follows the codes of conduct of the Red Cross and ACT Alliance. Employees of partners connected to ACT Alliance have special ethical responsibility towards the people who benefit from ACT's humanitarian and development programmes. In humanitarian crises, the population affected often depends on humanitarian organisations for their basic needs. The ACT Alliance Code of Conduct is designed to help the organisation's employees understand their ethical responsibility and how they are to prevent sexual assault and sexual abuse; all forms of harassment, fraud and corruption; breaches of safety regulations; and unethical business practices. The Code of Conduct is to be signed by the Church of Sweden's employees whose work concerns the international activities in any way.

### *The Church of Sweden's membership in HAP*

Since 2010, the Church of Sweden has also been a member of Humanitarian Accountability Partnership International (HAP International). HAP is the aid sector's first self-regulating body, and the organisation makes strict demands on its members' credibility and governance. The membership means that the Church's international work has pledged to follow HAP's principles on accountability, both accepting it on its own part and demanding it in relations with the Church's partners, target groups and other stakeholders. In 2013, the Church of Sweden was the first Swedish organisation to obtain certification according to the HAP Standard 2010. The certification means that the Church complies with HAP's guidelines for transparency, staff competence and follow-up. A new standard titled the Core Humanitarian Standard, according to which the Church of Sweden intends to obtain certification, was issued in December 2014. More information on the Church of Sweden's Complaints and Response Mechanism is available online at: <http://svenskakyrkan.se/klagomal>

### **THE CLIMATE-SMART OFFICE**

#### *Electricity and heating*

A significant proportion of total energy consumption in Sweden takes place in buildings. This also applies to the Church of Sweden at national level. Issues concerning heating and electricity are thus central to the organisation's sustainability work. Since 2011, the Church has only purchased electricity that bears the "Bra miljöval" (Good Environmental Choice) label issued by the Swedish Society for Nature Conservation. This means that all electricity is

based on renewable energy sources, has low environmental impact, and takes biodiversity into consideration. In the Church of Sweden's case it comprises 100% hydro power. The consumption of electricity and district heating fell compared to the preceding year.

#### *Carbon-neutral paper and fewer print-outs*

Carbon-neutral paper has been used since 2011. This means that the price of the paper that we purchase includes a fee that is used in its entirety to plant trees in southern Africa.

To reduce paper consumption, a system of "pull printing" or "follow-me printing" was introduced in 2012. This means that all print-outs are sent to a joint queue. In order to save energy and paper, the printers print double-sided copies as standard. The consumption of printing paper fell compared to the preceding year.

#### *Green IT*

IT has potentially both a positive and negative impact on the environment. IT solutions can replace processes that put a strain on the environment, such as travel, but the production and use of IT and telecom products give rise to about 2% of the world's total carbon dioxide emissions. The extraction of necessary metals gives rise to a series of ethical dilemmas and environmental problems.

The use of video conferences is encouraged to reduce carbon dioxide emissions, and the Church is working on introducing a *Joint IT platform* (GIP) to cut energy consumption. The solution means that many users will not require a computer. Instead, the software will be available on a central server that can be accessed via what is known as a thin client. A thin client has a longer lifespan than a traditional computer and uses much less energy. In conjunction with the implementation of the joint IT platform an IT inventory of the majority of the Church's economic units has been performed. The analysis of the compiled data indicates that parishes and groups of parishes (pastorat) can reduce their electricity consumption from IT by up to 50%. In 2014 a total of 70 units with 2,348 users became connected to the platform, and by year-end 275 units with 7,930 users were connected.

#### *Climate-smart travel*

Since 2011 a climate provision has been made totalling SEK 1 per kg of CO<sub>2</sub> from air travel. Half of each SEK 1 goes to climate projects, within the framework of the Church's international work. These climate projects mainly contribute to adaptation to climate change but also lead to

reductions in emissions. The remaining SEK 0.50 is used to reduce the environmental impact of the Church's own activities by encouraging changes in behaviour. Since the system was introduced, these funds have been used to install video conference systems, for example. The climate provision amounted to about SEK 1.6 million for 2014 which will be used for measures in the course of 2015. More information about the Church's view on climate compensation and climate justice is available online at [svenskakyrkan.se/klimetrattvisa](http://svenskakyrkan.se/klimetrattvisa) (in Swedish).

Rail travel increased compared to the preceding year – but air travel also increased for various reasons including travel for the Church's international work, activities among Swedes abroad, and travel in conjunction with establishing the Church of Sweden's educational institute, which has activities in Uppsala and Lund.

As part of the Church of Sweden's international work, the 2014 climate project was conducted in the Grand'Anse area of Haiti, in collaboration with Solvatten (a combined water treatment and solar water heater system) and the LWF. Portable water purification units were conveyed to 1,200 households. The outcome of the project, which remains ongoing, has not yet been reported. However, a similar venture in Kenya has reported significant reductions in wood consumption and demonstrated health benefits among young children in particular. The time saved (time previously used to gather firewood) enables greater productivity in the household and reduces girls' exposure to the risk of attack seeing as they are traditionally responsible for gathering firewood. There is reason to expect similar results in this project.

*Since 2011, the national level has only purchased electricity that bears the "Bra miljöval" (Good Environmental Choice) label issued by the Swedish Society for Nature Conservation. This means that all electricity is based on renewable energy sources, has low environmental impact, and takes biodiversity into consideration. In the Church of Sweden's case it comprises 100% hydro power.*

<b>Electricity and heating (Sweden)</b>	<b>2014</b>	<b>2013</b>
<i>Owned properties</i>		
Electricity for activities and properties (kWh/m <sup>2</sup> )	78	85
District heating (kWh/m <sup>2</sup> )	55	59
CO <sub>2</sub> to air (kg/m <sup>2</sup> ) due to district heating*	13	13
<i>Rented properties</i>		
Electricity for activities and properties (kWh/m <sup>2</sup> )	42	49

\*See page 33 for calculation basis.

<b>Paper consumption</b>	<b>2014</b>	<b>2013</b>
Printing paper (kg/person)	16	18
Recovered office paper (kg/person)	45	45
Recovered corrugated cardboard (kg/person)	13	9

<b>Travel</b>	<b>2014</b>	<b>2013</b>
Train travel (km/person)	2,422	1,994
CO <sub>2</sub> to air due to train travel, total (kg)*	2	2
Air travel (km/person)	30,863	27,568
CO <sub>2</sub> to air due to air travel, total (tonnes)*	1,598	1,451

\*See page 33 for calculation basis.

# GRI, REPORTING PROFILE

Global Reporting Initiative (GRI) is a network-based organisation that has developed a framework for sustainability reporting. The framework contains guidelines for reporting economic, environmental and social impact. Read more at [globalreporting.org/Home](http://globalreporting.org/Home).

## SELECTION OF AREAS

The data and key figures reported have been assessed as being most significant with regard to the organisation's task and activities. Areas considered significant are those that, according to GRI's own definition, reflect the organisation's significant economic, environmental and social impact, and may affect the assessments and decisions of stakeholders.

## STAKEHOLDERS

As Sweden's largest faith community, the Church of Sweden has a special role to play in Swedish society, which is why the society as a whole is to be regarded as a stakeholder. The Church of Sweden also has special responsibility towards its dioceses, parishes and groups of parishes (pastorat), members, employees, donors, subsidiaries and associated companies. Other faith communities, decision-makers, authorities, suppliers and organisations that the Church is a member of or exerts influence on, have been identified as stakeholders.

## BASES FOR CALCULATION

Travel data are obtained from the Church of Sweden's travel agent. The data values are based on standard amounts from the Network for Transport Measures (NTM).\*

<i>Air travel, intercontinental</i>	140 g CO <sub>2</sub> /person km
<i>Air travel, domestic</i>	226 g CO <sub>2</sub> /person km
<i>Air travel, international</i>	110 g CO <sub>2</sub> /person km
<i>Train</i>	0.0021 g CO <sub>2</sub> /person km

\*NTM is a non-profit organisation that works towards establishing a recognised method for calculating the emissions from transporting goods and people, and the use of natural resources.

The supplier of carbon-neutral paper looks first at carbon dioxide emissions from pulp manufacture and from the paper mill where the paper in question is manufactured. A normal value in the industry is about 1 tonne CO<sub>2</sub> per tonne of paper. After that, the supplier calculates the emissions resulting from the manufacturer's purchases of electricity, and emissions from transport to and from its own central warehouse in Jordbro are added.

Calculations of CO<sub>2</sub> emissions to air due to district heating were based on data from the energy company Vattenfall. In 2013 each kWh of supplied district heating created emissions of 235 g CO<sub>2</sub> to air.

## LEVEL OF REPORTING APPLIED

The Church of Sweden reports on its sustainability work according to GRI's Application Level C. The GRI index indicates the page on which the relevant information is stated.

### Application level of the reporting

		C	C+	B	B+	A	A+
COMPULSORY	OWN ASSESSMENT	✔	External assurance for the report		External assurance for the report		External assurance for the report
	PRONOUNCEMENT FROM THIRD PARTY						
VOLUNTARY	EXAMINED BY GRI						

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## CONTACT

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# HOW THE CHURCH OF SWEDEN IS RUN

PARISHES, GROUPS OF PARISHES, DIOCESES AND NATIONAL LEVEL

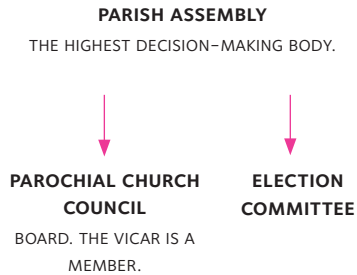


Members of the General Synod for the 2014–2017 period of office

# ORGANISATION 2014

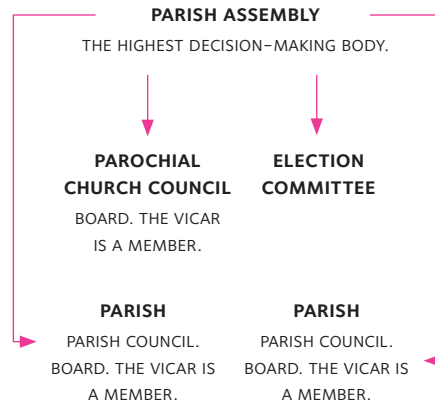
## PARISH

NOT INCLUDED IN A GROUP OF PARISHES.  
THE LOCAL PASTORAL AREA. PERFORMS THE PARISH'S CORE TASK.



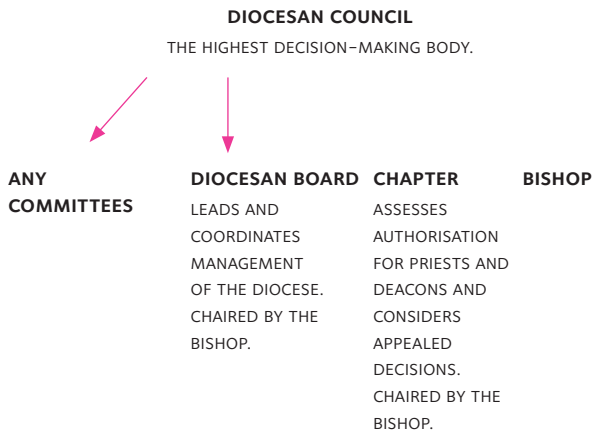
## PASTORAT (GROUP OF PARISHES)

PASTORAL AREA. OVERALL LOCAL RESPONSIBILITY FOR ENSURING THAT THE PARISHES PERFORM THEIR CORE TASK. FINANCIAL RESPONSIBILITY.



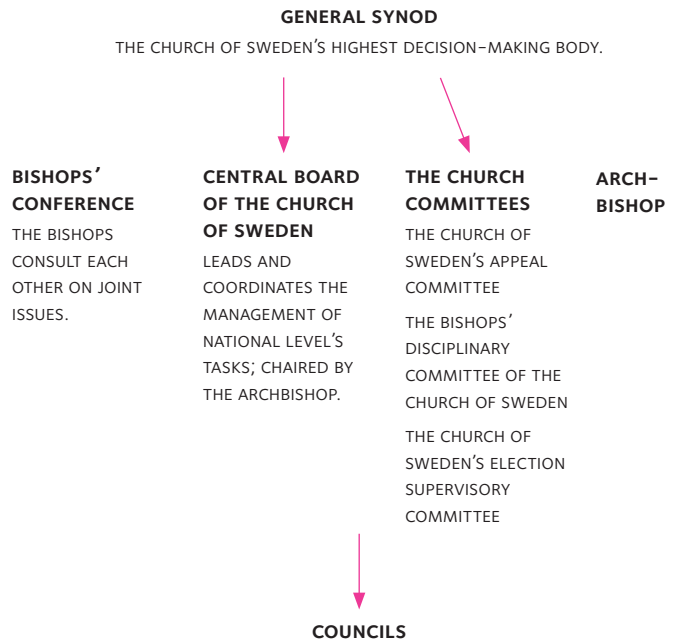
## DIOCESAN LEVEL

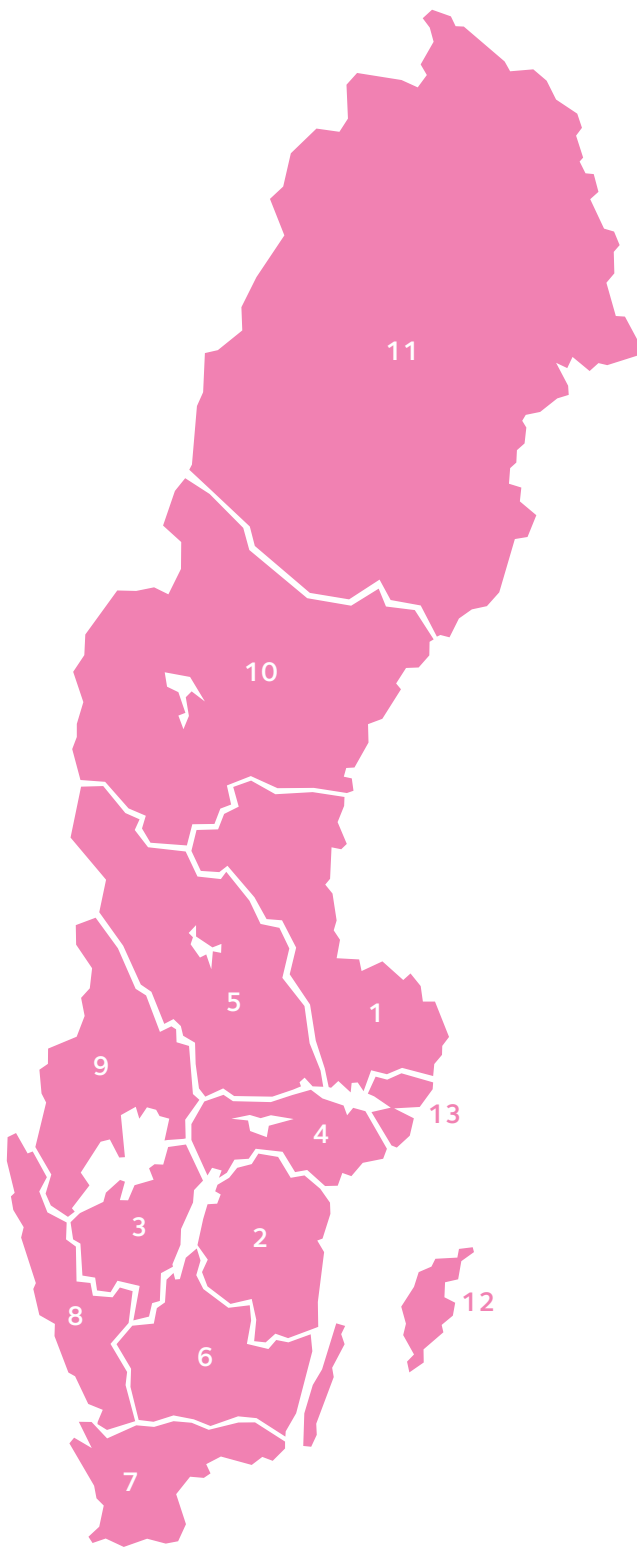
THE REGIONAL PASTORAL AREA.  
SUPPORTS AND SUPERVISES PARISH LIFE.



## NATIONAL LEVEL

RESPONSIBLE FOR ISSUES INVOLVING THE WHOLE CHURCH AND REPRESENTS THE CHURCH NATIONALLY AND INTERNATIONALLY.





# THE DIOCESES OF THE CHURCH OF SWEDEN

## 14 BISHOPS IN 13 DIOCESES

In 2014 the Church of Sweden was made up of 13 dioceses divided into a total of 1,364 parishes in Sweden and 30 parishes abroad, and could count 65% of Sweden's population among its members.



1. UPPSALA DIOCESE  
 BISHOP: RAGNAR PERSENIUS  
 68% MEMBERS  
 127 PARISHES  
 ARCHBISHOP: ANTJE JACKELÉN  
 (Uppsala Diocese has two bishops with different areas of responsibility)



2. LINKÖPING DIOCESE  
 BISHOP: MARTIN MODÉUS  
 69% MEMBERS  
 103 PARISHES





3. SKARA DIOCESE  
BISHOP: ÅKE BONNIER  
69% MEMBERS  
119 PARISHES



4. STRÄNGNÄS DIOCESE  
BISHOP: HANS-ERIK  
NORDIN  
61% MEMBERS  
72 PARISHES



5. VÄSTERÅS DIOCESE  
BISHOP: THOMAS  
SÖDERBERG  
69% MEMBERS  
76 PARISHES



6. VÄXJÖ DIOCESE  
BISHOP: JAN-OLOF  
JOHANSSON  
69% MEMBERS  
176 PARISHES



7. LUND DIOCESE  
BISHOP: JOHAN TYRBERG  
Consecrated on 24 August 2014,  
preceded by Antje Jackelén  
63% MEMBERS  
169 PARISHES



8. GOTHENBURG DIOCESE  
BISHOP: PER ECKERDAL  
62% MEMBERS  
179 PARISHES



9. KARLSTAD DIOCESE  
BISHOP: ESBJÖRN HAGBERG  
75% MEMBERS  
85 PARISHES



10. HÄRNÖSAND DIOCESE  
BISHOP: EVA NORDUNG  
BYSTRÖM  
Consecrated on 14 Decem-  
ber 2014, preceded by  
Tuulikki Koivunen Bylund.  
75% MEMBERS  
100 PARISHES



11. LULEÅ DIOCESE  
BISHOP: HANS STIGLUND  
76% MEMBERS  
57 PARISHES



12. VISBY DIOCESE  
BISHOP: SVEN-BERNHARD FAST  
72% MEMBERS  
39 PARISHES



13. STOCKHOLM DIOCESE  
BISHOP: EVA BRUNNE  
54% MEMBERS  
62 PARISHES



# REPORT OF THE BOARD

2014

## MANDATE AND OVERALL OBJECTIVES

The mandate of the national level is to be a cohesive force and help the Church of Sweden fulfil its obligations nationwide by taking responsibility for the Church's joint affairs in various areas. These are the area concerning the surrounding world and relations, which includes representation, official relations with other churches and faith communities, and international mission and diaconia; the area of support to dioceses and parishes, which includes support to the dioceses and parishes in their core task, basic training, research, cultural heritage, work among Swedes in other countries and administrative support functions; and the area of standardisation, supervision and management. The task also includes acting as the voice of the Church in the public arena, in Sweden and internationally.

## GOVERNANCE AND MANAGEMENT

Activities at national level are conducted in the registered Church of Sweden Faith Community. The highest decision-making body is the General Synod, whose 251 members meet each year. The General Synod appoints a Central Board for a four-year period. The Archbishop is the chairperson. The Central Board of the Church of Sweden is the Church's highest responsible body when the General Synod is not in session. It leads and coordinates the management of the national level's tasks. It also deals with issues as stated in the Church Ordinance, decides on all overall and day-to-day issues at national level and represents the Church of Sweden. The Central Board is the General Synod's drafting and executive body. This means that the Central Board can put forward proposals regarding various

issues through written communications to the General Synod. It also carries out the tasks set by the General Synod.

Other Church bodies directly appointed by the General Synod are: the Doctrinal Commission, the Bishops' Disciplinary Committee, the Election Supervisory Committee and the Appeal Committee. The Central Board of the Church appoints bodies such as the International Council, the Council for the Church of Sweden Abroad and the Asset Management Council. The Central Board is responsible for all overarching operations.

The Central Church Office in Uppsala is organised into nine departments and two secretariats that carry out activities at national level. The work of the Central Church Office is led by a Secretary-General.

## LEGAL STRUCTURE

The Church of Sweden's national level includes a subsidiary in the form of the management company Svenska kyrkans förvaltningsaktiebolag and the dormant education and training subsidiary Svenska kyrkans utbildningsaktiebolag. Svenska kyrkans förvaltningsaktiebolag owns and manages the Fjärdingen 15:2 property in Uppsala, which meets the main part of the Central Church Office's requirement for office premises. The national level of the Church of Sweden also owns shares in the associated companies Fairtrade Sverige AB and Berling Media AB. With reference to Chapter 7 Section 3a of the Swedish Annual Accounts Act, no consolidated accounts have been drawn up since the start of 2013 due to the limited extent of the above activities in relation to the total activities at national level.

There are five branches within the framework of the activities and they are located in Thailand, Hong Kong, Spain, Greece and Israel.

## FOUNDATIONS

The national level of the Church of Sweden manages 87 (86 in the previous year) foundations with affiliated management. The foundations are separate legal entities and are therefore not included in the income statement and balance sheet of the Church's national level. Equity in the foundations totalled SEK 197 million at year-end (SEK 177 million in the preceding year). The return from the foundations is largely allocated to the activities run at national level in the Church of Sweden.

## KEY EVENTS IN 2014

The year's activities contributed in many ways to the objective of the faith community: to bring the Gospel to life and make the Kingdom of God known. A few of the most significant examples are listed below:

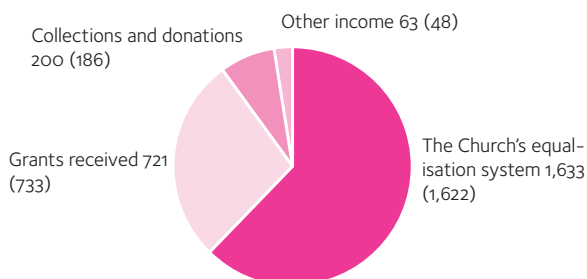
- Antje Jackelén was welcomed as the new Archbishop in June. The many engagements that she carried out included visiting her Nordic colleagues, participating in the Göteborg Book Fair, hosting a programme in the Summer series on radio station P1 and taking part in the Porvoo Communion's consultation of church leaders in York.
- Together with dioceses and parishes, a long-term initiative is underway that focuses on the Church's education, training and mission for people of all ages *Dela tro – dela liv* (Share faith – share life). The aim is to strengthen all members' knowledge of the Christian faith and encourage reflection and dialogue.
- The Church of Sweden receives an annual grant from the Government for extra costs for heritage sites. The grant is earmarked for care and maintenance of ecclesiastical cultural heritage. The annual grant amounts to SEK 460 million. A status review known as *Kontrollstation 2014* (Checkpoint 2014) of the ecclesiastical heritage issues was performed with the Government during the year. The focus was on supporting the dioceses in their activities, preparing the work of the Central Board of the Church on the allocation of the ecclesiastical heritage grant, and annually informing the Government on how the grant is used.

- In diaconal work, the new online channels for the *Jourhavande präst* (Duty Priest) service – via chat and digital letters – started during the autumn. The service was primarily launched with a focus on young adults and was advertised both directly to the general public and via the parishes.
- The Church's four basic training programmes were coordinated as of autumn 2014 in an educational institute with activities based in Uppsala and Lund. The task of the institute is to train future deacons, parish educational officers, church musicians and priests in accordance with the syllabuses established by the Central Board of the Church. The training is partly the same for the different programmes.
- Another task for the Church of Sweden consists of working to provide rich and multifaceted cultural activities that promote dialogue about religion and approaches to life. This has included organising *the 2014 Church Music Symposium*, which was held in the autumn in collaboration with the Sensus adult education association on the theme of Music activities in the Church. About 700 people attended the symposium, including those playing an active role.

## TOTAL INCOME AND EXPENSES

The financial result reached SEK 834 million (SEK 563 million in the previous year) and is mainly due to the positive result in capital (asset) management amounting to SEK 885 million (previous year: SEK 610 million). Total income was SEK 3,502 million (SEK 3,200 million in the previous year), including the return from asset management. The largest income item comprises the equalisation fee. It is largely redistributed in the Church's equalisation system in the form of equalisation grants. The second-largest income item comprises grants received – mainly the ecclesiastical heritage grant, which is recognised as income to the extent that it is used. Funds not yet used are recognised as a liability in the balance sheet. Other grants are received from Sida (the Swedish International Development Cooperation Agency), the EU and various foundations and are primarily used in the Church's international work. Collections and donations form another key source of income, especially for the international work.

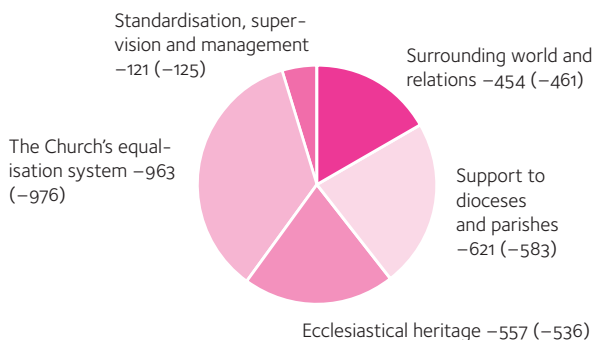
**DIAGRAM 3: INCOME\* 2014 (SEK MILLIONS, PREVIOUS YEAR IN PARENTHESES)**



\*excluding financial management.

The work is based on the Church Ordinance and the decisions made by the General Synod and the Central Board of the Church of Sweden. Total expenses amounted to SEK 2,716 million (SEK 2,681 million in the previous year). Compared to the previous year, expenses are mainly increasing for ecclesiastical cultural heritage (ecclesiastical heritage grant) and for joint IT systems. Staff costs increase when vacancies are filled. Total expenses are within the agreed cost framework for 2014. The financial extent of the main tasks is shown in the diagram below.

**DIAGRAM 4: EXPENSES\* 2014 (SEK MILLIONS, PREVIOUS YEAR IN PARENTHESES)**



The above diagram shows expenses for each area of activity. Compared to the previous year, the main increase in expenses was for support to dioceses and parishes, as well as expenses for the ecclesiastical heritage grant, within the framework of ecclesiastical cultural heritage.

## FINANCIAL INSTRUMENTS

The market value of the capital (asset) management totalled SEK 6,433 million as at 31 December (SEK 5,546 million as at 31 December 2013). The income for the period January–December 2014 was SEK 885 million, corresponding to a

return of 16.0%; this can be compared to the weighted index of 12.5% during the corresponding period. All asset types in the portfolio contributed positive returns during the period.

Investments in equities generated a positive outcome of SEK 713 million, of which SEK 533 million is unrealised. Emerging (growth) markets and Global equities were by far the best, generating returns of 27.0% and 26.2%, respectively. Fixed-income investments including cash and cash equivalents, properties and alternative investments contributed a total of SEK 178 million, of which SEK 127 million is unrealised. Fixed-income investments generated a return totalling 7.2% thanks to falling interest rates in 2014. The preponderance of equities vis-à-vis fixed-income and other asset types had a positive impact on the result. Most of the equities management either exceeded or was close to its benchmark indexes in 2014. In relation to its index, the asset type Emerging markets stands out positively and exceeds it by 8.7 percentage points. Corporate bonds accounted for the lowest return of the asset types, 7.0%. Exchange rate changes during the year had a positive impact on the result of the global equity portfolio (excluding emerging markets) amounting to about 14%. This is above all because half of the portfolio comprises shares denominated in dollars.

## FUTURE TREND AND MATERIAL RISKS AND UNCERTAINTIES

Significant risk areas to take into account for the national level of the Church of Sweden comprise the risk of damaged confidence, activity-related risks, risks in financial management and external risks.

The Church of Sweden's most important resource is people's confidence in the Church. Considerable importance is therefore attached to updates and training regarding, among other things, the Code of Conduct, the policy to counteract corruption and embezzlement, the policy against discrimination and guidelines for prevention of sexual assault.

Activity-related risks arise, for example, as the national level has many employees who travel to or live in environments with poor road safety or other safety risks. There are guidelines for management of these risks, and all staff stationed in other locations are trained in these guidelines. Other activity-related risks arise as the national level also has many critical systems, which are managed within the framework of the IT policy.

Risk management in capital (asset) management aims to ensure that management of the financial assets takes place satisfactorily. This is achieved by continuously monitoring, evaluating and checking the financial risks. The structure of this activity must ensure that the management complies with agreed strategies and guidelines. The risks are managed through good internal control, for instance regarding secure management of transactions, clearly defined and delimited areas of responsibility and documented descriptions of routines.

The external risks include macroeconomic factors such as the economy, employment, interest rates, etc. The national level therefore has external situation analysis, which monitors and analyses developments in these areas.

In terms of the trend in the number of members in the long term, we are approaching a point at which the salary trend cannot compensate for the reduction in the number of members, but at present we do not know enough to provide definite information about the financial consequences of the membership trend. A project based on long-term membership forecasts is in progress to produce data on future income.

The Church of Sweden must therefore prepare itself to use fewer resources to build stronger relations and work with joint solutions for administrative cooperation. To achieve this, the courage to change and the ability to see new solutions are both required. The Church of Sweden also needs to clarify its role and task in various contexts to a greater extent. Future development is addressed in the publication titled *The Key to the Church of Sweden, Nyckeln till Svenska kyrkan – en skrift om organisation, verksamhet och ekonomi* (about the organisation, activities and finances of the Church).

## **EQUITY TARGET**

In 2008 the General Synod established a target level for the national level's equity: SEK 4,000 million, and also decided that if the actual outcome as stated in the annual accounts exceeds 125% of the indexed target level, the Central Board of the Church must submit proposals to the General Synod for how to manage the exceeding equity. In the 2014 accounts, this target level was exceeded by SEK 1,514 million, of which SEK 1,428 million is attributable to an unrealised value increase in the financial management. In the light of the Church of Sweden's challenges, the falling membership trend and greater financial risks (such as uncertainties regarding Government grants and macroeconomic factors), in 2014 the Central Board of the Church decided that the size of the equity target will be reviewed in 2015.

## **MATERIAL EVENTS AFTER THE END OF THE FINANCIAL YEAR**

No material events took place after the reporting date (year-end).

## **PERFORMANCE AND POSITION**

Other aspects of the operation's performance and position at year-end are specified in the following income statement, balance sheet and notes.

**FIVE-YEAR SUMMARY\*)**

Amounts in SEK millions

<b>Income statement</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<i>Income</i>					
Equalisation fees	1,633	1,622	1,574	1,567	1,553
Collections and donations	200	179	178	195	191
Capital (asset) management	885	613	423	-256	435
Other income	784	786	680	722	471
<b>Total income</b>	<b>3,502</b>	<b>3,200</b>	<b>2,855</b>	<b>2,228</b>	<b>2,650</b>
<i>Expenses</i>					
Equalisation grants	-962	-976	-1,001	-944	-921
Staff and other costs	-1,754	-1,707	-1,587	-1,509	-1,427
<b>Total expenses</b>	<b>-2,716</b>	<b>-2,683</b>	<b>-2,588</b>	<b>-2,453</b>	<b>-2,348</b>
Other income statement items	39	34	46	43	5
<b>Net income for the year</b>	<b>824</b>	<b>553</b>			
Change in designated funds	9	11	0	-22	37
<b>Net income for the year after redistributions</b>	<b>834</b>	<b>563</b>	<b>313</b>	<b>-204</b>	<b>344</b>
<b>Balance sheet</b>					
Assets	11,913	9,878	9,187	8,611	8,814
Equity including designated funds	6,970	6,145	5,369	5,056	5,261
Liabilities, provisions	4,943	3,733	3,818	3,555	3,553
Equity/assets ratio**	59%	62%	58%	59%	60%
<b>Personnel</b>					
Average number of employees					
Sweden	333	321	298	286	307
Abroad	93	97	99	115	138

\*) In accordance with rules in K3, data for 2010–2012 was not restated (recalculated) upon transition to K3.

\*\*) Equity as a percentage of total assets.

# INCOME STATEMENT

Amounts in SEK thousands	Note	2014	2013
	1		
<b>Income from operations</b>			
Equalisation fees	4	1,632,830	1,622,439
Donations received	5	199,758	186,445
Grants received	6	720,833	732,737
Returns from capital (asset) management	7	885,205	609,944
Revenue	8,10	52,519	40,261
Other income from operations		10,518	7,810
<b>Total income from operations</b>		<b>3,501,664</b>	<b>3,199,636</b>
<b>Expenses from operations</b>			
Equalisation grants	4	-962,164	-975,818
Other distributed grants	9	-979,622	-986,633
Other external expenses	10,11,12	-431,136	-403,836
Staff costs	13	-327,059	-300,820
Depreciation/amortisation of tangible and intangible fixed assets	14	-16,271	-13,529
<b>Total expenses from operations</b>		<b>-2,716,251</b>	<b>-2,680,636</b>
<b>Net income from operations</b>		<b>785,412</b>	<b>519,000</b>
<b>Income from financial investments</b>	15		
Income from financial fixed assets		23,674	4,610
Other interest income and similar income statement items		15,790	29,314
Interest expense and similar income statement items		-759	-405
<b>Total</b>		<b>38,705</b>	<b>33,519</b>
<b>Net income for the year</b>		<b>824,118</b>	<b>552,518</b>
<b>Change in designated funds</b>	26		
Net income for the year according to the income statement		824,118	552,518
Utilisation of designated funds from previous years		25,254	11,545
Provision (reservation) of designated funds received during the year but not used during the year		-15,764	-960
<b>Net income for the year after redistributions</b>		<b>833,607</b>	<b>563,103</b>



# BALANCE SHEET

Amounts in SEK thousands	Note	31 DEC. 2014	31 DEC. 2013
<b>ASSETS</b>			
<i>Fixed assets</i>			
<i>Intangible fixed assets</i>			
Capitalised development expenditure for computer programmes	16	12,669	24,552
<i>Tangible fixed assets</i>			
Buildings and land	17	100,586	76,999
Equipment	18	13,172	18,614
<b>Total</b>		<b>113,758</b>	<b>95,613</b>
<i>Financial fixed assets</i>			
Participating interests in Group companies	19	55,774	55,774
Receivables from Group companies		30,000	30,000
Participating interests in associated companies	20	42,333	42,333
Capital (asset) management	21	6,432,859	5,545,806
Other long-term securities	22	340,806	320,565
Other long-term receivables	23	3,421	8,518
<b>Total</b>		<b>6,905,193</b>	<b>6,002,996</b>
<b>Total fixed assets</b>		<b>7,031,620</b>	<b>6,123,161</b>
<i>Current assets</i>			
Inventories		1,327	1,300
<i>Current receivables</i>			
Accounts receivable, trade		10,291	7,608
Receivables from Group companies		2,456	2,260
Current receivables		24,535	50,580
Prepaid expenses and accrued income	24	29,301	44,282
<b>Total</b>		<b>66,583</b>	<b>104,730</b>
<i>Current investments</i>	25	3,504,832	2,789,111
<i>Cash and bank balances</i>	25	1,309,006	860,042
<b>Total current assets</b>		<b>4,881,748</b>	<b>3,755,183</b>
<b>TOTAL ASSETS</b>		<b>11,913,368</b>	<b>9,878,344</b>
<b>EQUITY AND LIABILITIES</b>			
<i>Equity</i>			
Income brought forward	26	5,932,442	5,369,339
Designated funds		203,588	213,078
Net income for the year after redistributions		833,607	563,103
<b>Total</b>		<b>6,969,637</b>	<b>6,145,520</b>
<i>Provisions</i>	27	313,456	267,713
<i>Current liabilities</i>			
Accounts payable, trade		30,439	44,399
Debt to subsidiary account holders in the Church account		3,944,828	2,714,539
Debt regarding grants received but not used	28	397,515	467,312
Other liabilities		200,173	196,024
Accrued expenses and deferred income	29	57,319	42,837
<b>Total</b>		<b>4,630,275</b>	<b>3,465,111</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>11,913,368</b>	<b>9,878,344</b>
<i>Collateral pledged</i>	30	9,800	none
Contingent liabilities	31		

# THE CENTRAL BOARD OF THE CHURCH OF SWEDEN

## A PRESENTATION OF THE BOARD AND ITS WORK

The national level of the Church is responsible for the Church's joint matters. This covers the area of the surrounding world and relations, which includes representation, official relations with other churches and faith communities, and international mission and diaconia; the area of support to dioceses and parishes, which includes supporting them in their primary task, basic training programmes, research, cultural heritage, work among Swedes abroad, joint information and administrative support functions; and the area of standardisation, supervision and management.

The General Synod is the Church of Sweden's highest decision-making body, but it may not decide on individual issues that a parish or diocese has the task of deciding on.

The General Synod appoints a Central Board, which leads and coordinates the management of the national level's tasks as stipulated in the Church Ordinance. The Central Board represents the Church of Sweden Faith Community, for example in responses to referrals, statements and official contacts. The Board consults the Bishops' Conference on theological and ecumenical issues.

The Central Board carries out the tasks set by the General Synod and it can submit communications containing various proposals to the General Synod. Each year, the Central Board submits a plan of operations and an annual review and financial summary for the national level to the General Synod.

The Central Board consists of the Archbishop and 14 members with an equal number of deputies; they are elected for a period of four years. Additionally, another bishop is elected as a deputy for the Archbishop. The Archbishop is the chair of the Central Board and there are also two Vice

chairs. The daily work at the Board's office is led by the Secretary-General, who is appointed by the Board.

According to the Church Ordinance the Central Church Board's tasks include to:

- represent the Church of Sweden Faith Community,
- be responsible for the Church's official relations with other churches and faith communities,
- support the work of the dioceses to develop parish life,
- state the conditions for admission to the basic church training programmes, decide on their syllabuses and ensure that there are sufficient places available on these programmes,
- coordinate the Church's and its parishes' responsibility for international mission and diaconia,
- be responsible for the Church's work among Swedes abroad,
- be in charge of the Church's economic equalisation system (for distribution of financial resources from fees),
- deal with overall issues regarding the Church's joint computer system,
- promote research that is significant to the Church, and
- work to provide rich and multifaceted cultural activities that promote dialogue about religion and approaches to life.

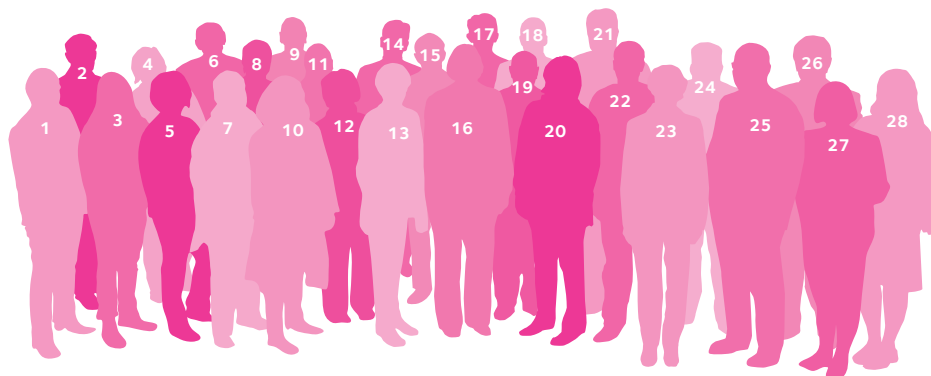


**THE CENTRAL BOARD OF THE CHURCH OF SWEDEN, 2014-2017 (INCLUDING DEPUTIES)**

1. Margareta Carlenius
2. Georg Lagerberg
3. Katarina Wedin
4. Cecilia Brinck
5. Britt Sandström
6. Nils Gårder
7. Margareta Andersson
8. Karl-Gunnar Svensson
9. Per Eckerdal
10. Ylva Wahlström
11. Marta Axner
12. Ulla Rickardsson
13. Wanja Lundby-Wedin
14. Eric Muhl
15. Sven E Kragh

16. Antje Jackelén
17. Lars-Ivar Ericson
18. Tommy Eriksson
19. Birger Wernersson
20. Birgitta Halvarsson
21. Mats Hagelin
22. Erik Sjöstrand

23. Anna Lundblad Mårtensson
24. Göran Karlsson
25. Dag Sandahl
26. Lars Johnsson
27. Helena Nordvall
28. Sofia Särdaqvist



Not pictured: Olle Burell and Margareta Nisser Larsson

# IF YOU WANT TO FIND OUT MORE

## CONTACT, ENGAGEMENT AND RELATIONSHIP

### MORE ABOUT THE CHURCH OF SWEDEN

Would you like to get involved and help make the world a better place? Do you have any questions about life or need someone to talk to? The Church of Sweden offers a fellowship and a context in which to meet other people and look at your faith in more depth. Involvement and support from you and others are important to the Church. Everyone can contribute in some way.

The broad activities of the Church of Sweden welcome you, whoever you are. You are welcome to get in touch with your parish; for contact details visit the website [svenskakyrkan.se](http://svenskakyrkan.se). You can also contact the Church of Sweden Information Desk or Donations Service if you have any questions about Church activities or wish to make a contribution.

### READ MORE ABOUT THE CHURCH OF SWEDEN

[svenskakyrkan.se](http://svenskakyrkan.se).

### CONTACT THE CHURCH OF SWEDEN

**Email:** [info@svenskakyrkan.se](mailto:info@svenskakyrkan.se)

**Tel:** + 46 18 16 96 00

**Postal address:** Svenska kyrkan,  
SE-751 70 Uppsala, SWEDEN

Svenska kyrkans informationservice  
(the Church of Sweden Information Desk)  
(press 2 for the extension when phoning)  
Givarservice (Donations service):  
(press 1 for the extension when phoning)

### FOR DONATIONS TO THE CHURCH'S INTERNATIONAL WORK:

PlusGiro Account: 90 01 22-3

Bankgiro Account: 900-1223

### IF YOU WANT TO MAKE A FINANCIAL DONATION:

A new law that came into force in Sweden during 2012 means that private individuals can obtain a tax deduction for certain donations to approved organisations. The Church of Sweden Faith Community is one such organisation. The Church is an approved recipient of donations for “promoting social charity work”, which means that donations to the Church’s international work and to the Church of Sweden Abroad are deductible – with certain exceptions.

Read more at [svenskakyrkan.se/skattereduktion](http://svenskakyrkan.se/skattereduktion)



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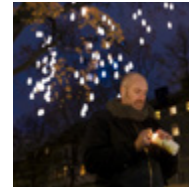
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Bälinge Church  
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Lighting candles at  
Hedvig Eleonora Church,  
Stockholm  
Photo: Per Myrehed



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Sami confirmation  
in Burträsk Church,  
Luleå Diocese.  
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Uppsala Cathedral  
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Lännäs Church,  
Strängnäs Diocese  
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