

# SUSTAINABILITY REPORT

FOR THE SWEDISH MARITIME ADMINISTRATION 2014



SWEDISH MARITIME  
ADMINISTRATION



*Photography competition for mariners 2014  
Photograph: M. Söderholm*

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## From the Director-General

This is the third sustainability report that the Swedish Maritime Administration presents. The year 2014 will go down in history as the year the whole organization received its quality and environmental certification – a journey that began two years ago during which we have worked purposefully and systematically to reach this goal. The journey will now continue through continual improvement of our working practices in order to increase the quality of what we do and reduce our impact on the environment. In turn, this leads us to improve the service we deliver to the those we are here for; our customers.

I am delighted that these reports allow us to clearly demonstrate to our customers and stakeholders how we as a government-owned company contribute to protect people and the environment. We also see positive developments in many of the areas we are measuring and monitoring. For example, absence due to illness has decreased, although it is worrying that women are still absent due to illness more often than men. We have taken action on this issue through measures such as training managers to deal with signals of ill health at an early stage. We have also introduced the tool SAM-pejl in order to improve how we monitor our work relating to the working environment.

The generational goal and the national environmental quality objectives are taken into consideration in our day-to-day operations. This year's sustainability report clearly sets out which of our material environmental aspects have an impact on the environmental goals and how we

are gradually working to reduce our negative impact on the environment.

The Swedish Maritime Administration is actively contributing to reducing its impact on the environment and climate. I am proud that the use of renewable energy has increased considerably in 2014, compared with the previous year. Carbon dioxide emissions from fossil fuels have decreased, partly due to the mild winter ice conditions in 2014 and thus fewer icebreaker assistance operations, as well as the transition to green electricity, new pilot boats that use less fuel, etc. These are examples of some of our activities, and you can read about others in this report.

In terms of financial sustainability, I would like to particularly highlight the fact that our agency obtained increased appropriations for 2014 amounting to SEK 345 million. Together with mild winter ice conditions, lower pension costs than expected and a positive development of our fairway dues during the final months of

the year have resulted in the Swedish Maritime Administration posting a surplus after financial items of SEK 337 million. The entire surplus will be used to reinforce the Swedish Maritime Administration's equity by allocating this to the income adjustment fund.

**T**he Swedish Maritime Administration has unique shipping expertise. Our staff comprises many different groups of professionals who together contribute to providing great benefit to society at large. The record number of visitors to the ice breaker Oden when it held an open day in Stockholm in November demonstrated that our activities are of interest to the general public.

**F**inally, a few words about the way ahead. The Swedish Maritime Administration is faced with the retirement of many of its staff, primarily boatmen, pilots and engineers. Thanks to our recently incorporated helicopter operation, we now have new types of qualified personnel in the Swedish Maritime Administration such as pilots, winchmen and winch operators. In order to enable our operations to develop in a manner that is sustainable in the long-term, we need to meet the skills requirements of the future. This requires us to take action in various ways. One of these is to offer internships within the scope of Tekniksprånget (Technology Leap), the aim of which is to encourage more young people to choose careers in engineering. I am delighted that we have climbed up the rankings in Sweden's Most Attractive Employers 2014 and we are now

the 100th most attractive employer for working engineers.

**O**ver the course of 2015, we will be undertaking such projects as a materiality analysis. This involves conducting in-depth interviews in order to establish what our most important customers really want to know about us and our work for people, the environment, and sound finances in the forthcoming sustainability report.



Ann-Catrine Zetterdahl  
Director-General

# About the sustainability report for 2014

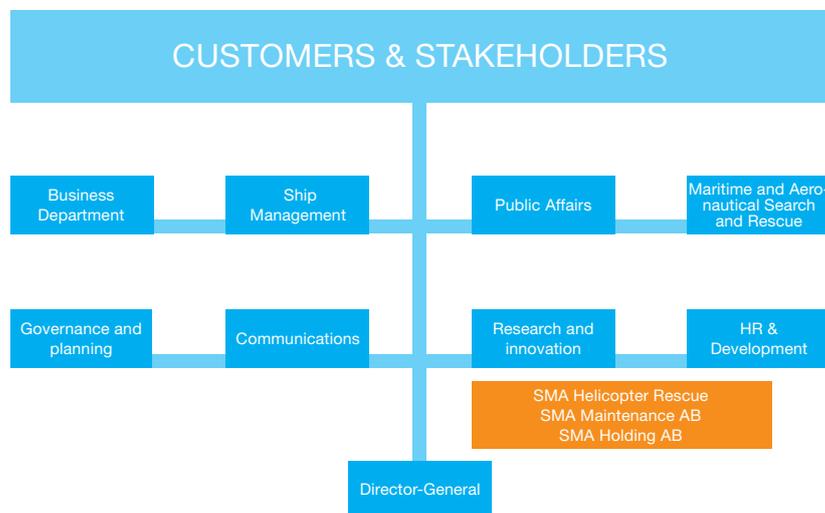
With its sustainability report the Swedish Maritime Administration wants to present a homogenous and transparent account of our impact on the people, the environment and finances in and around our organisation. As a government-owned company producing services we regard collaboration with our customers as a key aspect of our sustainability efforts. By reporting both positive and negative results from the past year, we want to gain the confidence of our commissioning body, the Swedish Government, and our customers to continue our change process in order to enable us to offer safer and more efficient shipping routes, modern services and maritime partnerships for growth and competitiveness in a sustainable way.

The Swedish Maritime Administration is under no obligation to present a sustainability report, but sustainability is a key aspect of our business concept and that is why we have decided to produce this document. Our report is based on the fundamental principles in the global framework Global Reporting Initiatives (GRI) guidelines (G4). We have allowed ourselves to be inspired by G4 at what is known as its basic level.

In addition to the governmental agency which is the Swedish Maritime Administration, this year's sustainability report encompasses our helicopter operation as the process of integrating this operation from SMA Helicopter Rescue into the Swedish Maritime Administration is complete.

This report has not been audited by external auditors as we are reporting voluntarily without a legal requirement to do so.

**Swedish Maritime Administration**  
Organisational Structure,  
January 2014



The Swedish Maritime Administration's regional organisation is concentrated around the Swedish coastline and the large lakes. There are nine pilot areas along the coast: Luleå, Gävle, Stockholm, Södertälje, Kalmar, Malmö, Gothenburg, Marstrand and Vänern/the canal. The Joint Rescue Coordination center is in Gothenburg. Regional search and rescue (SAR) operations are divided into 14 areas. Rescue helicopters operate from five bases around the country: Umeå, Stockholm, Visby, Ronneby and Gothenburg. The Swedish Maritime Administration also has operations in Antwerp, Belgium through our Seamen's Service.

**Customers and stakeholders**

As a government owned company, we regard collaboration with our customers as a key aspect of our sustainability efforts.

Our biggest customer is shipping, followed by ports and municipalities. But other customer relationships are growing fast: Industrial enterprises and organisations. Tourists and recreational boating. Logistics companies and other types of transport. Governmental agencies and nations. And naturally the players [aktörer] of all the goods being transported by sea.



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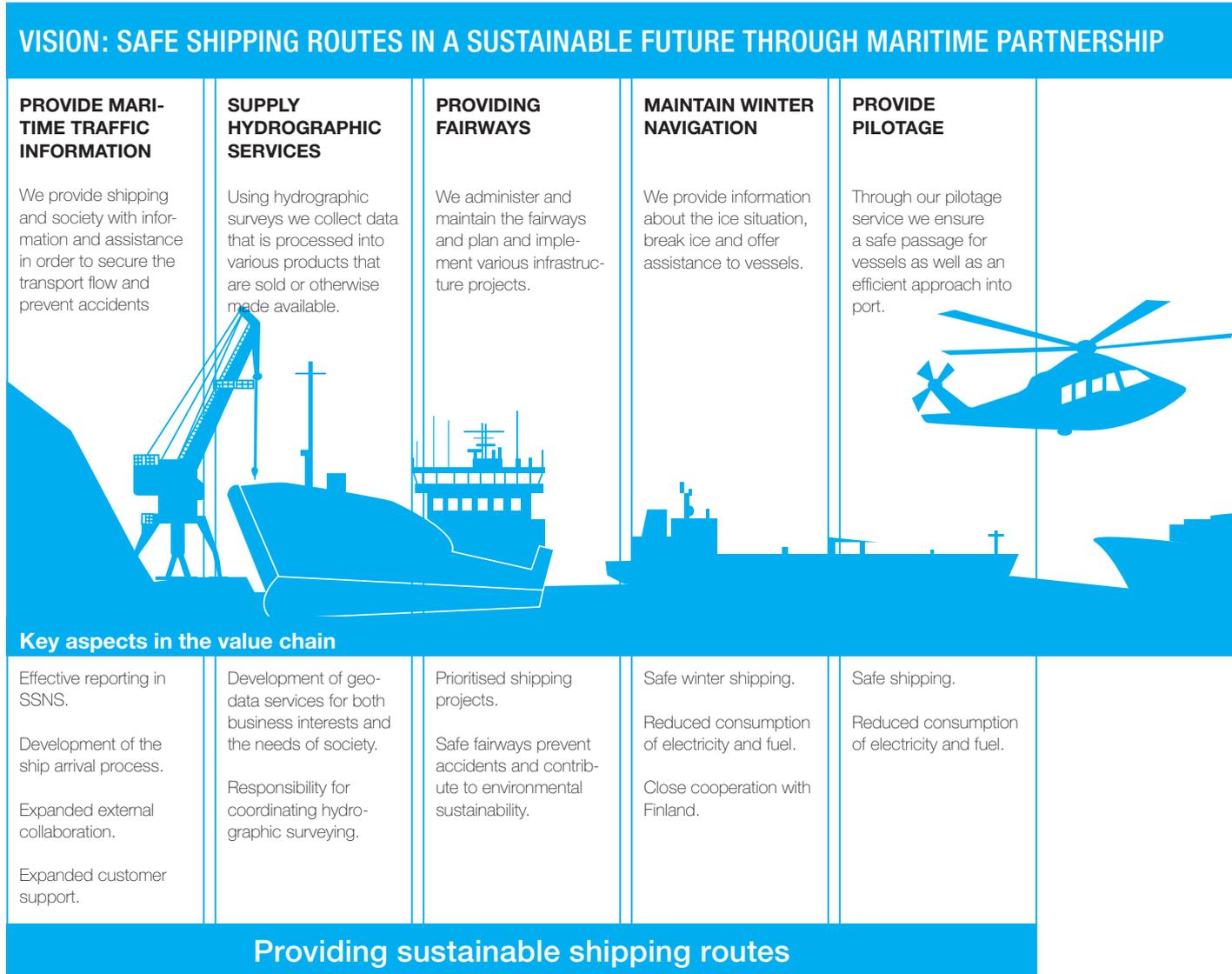
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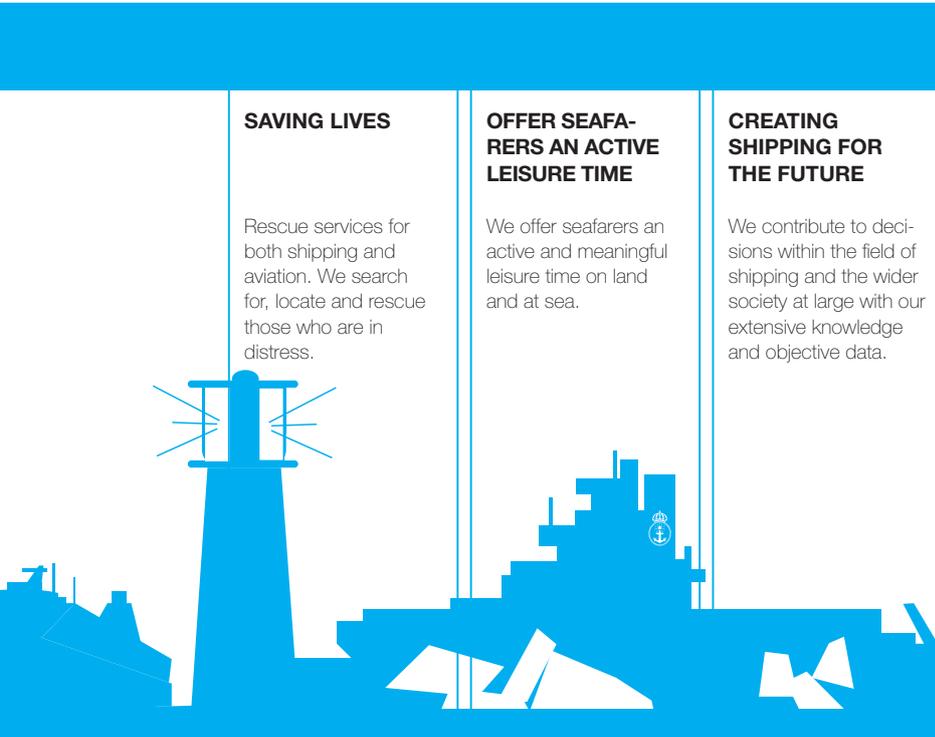
Noomi Eriksson  
 Deputy Director-General

The Swedish Maritime Administration is to contribute to the transport policy goals decreed by the Riksdag and any other policy that are to be fulfilled within the field of maritime transport. The overall goal of Swedish transport policy is to ensure that citizens and businesses in the entire country are provided with transport that makes efficient use of the public finances and is sustainable in the long-term. We do this by building, maintaining and developing maritime infrastructure. This is our value chain.



**Year round**

The ability for Swedish industry to produce and ship out its goods via Swedish ports is dependent on shipping operating year round.



<p><b>SAVING LIVES</b></p> <p>Rescue services for both shipping and aviation. We search for, locate and rescue those who are in distress.</p>	<p><b>OFFER SEAFARERS AN ACTIVE LEISURE TIME</b></p> <p>We offer seafarers an active and meaningful leisure time on land and at sea.</p>	<p><b>CREATING SHIPPING FOR THE FUTURE</b></p> <p>We contribute to decisions within the field of shipping and the wider society at large with our extensive knowledge and objective data.</p>
<p>Helicopter operations managed in house.</p> <p>Advanced collaboration for an efficient and reliable rescue system.</p>	<p>A focus on the most vulnerable seafarers.</p> <p>Services in new places.</p>	<p>New environmentally differentiated fairway dues and business intelligence.</p> <p>R&amp;I with a focus on safe and efficient shipping routes.</p>
<p><b>Protecting lives and the environment</b></p>		

## Business concept



A government-owned company in the transport sector.

Our business concept is to be a modern service organisation with unique shipping expertise.

The Swedish Maritime Administration is responsible for the accessibility and navigability, as well as safety at sea.

## In brief

	2014	2013
Number of employees	1 156	1 104
Turnover (SEK thousands)	2 354 279	1 919 984
Assets (SEK thousands)	3 453 083	3 122 707
Equity (SEK thousands)	252 214	-84 978
Liabilities (SEK thousands)	3 200 869	3 207 685
Number of vessels using pilot service	32 581	32 389
Number of vessels arrivals in port	98 922	99 184
Ice breaker assistance operations	423	1 680
Ice breaker towing	11	57

# Material aspects

## Sustainability strategy

We have formulated our vision, *Safe shipping lanes in a sustainable future through maritime partnership*, in order to gather together and involve our customers, partners and employees. One step to involve the entire organisation in the work of realising our vision has been the launch

of a sustainability strategy in 2014. The strategy forms the foundation of our operations and is to clarify our direction in order to achieve the generational goal. The sustainability strategy determines that all operations contribute to the overall benefit to society at large that we are creating together with our customers.

**Our sustainability strategy specifies our long-term goals for each aspect of sustainability, which is reflected in our governance model.**



### Social sustainability

A maximum of three percent absence due to illness.  
A zero tolerance approach to workplace accidents and work-related disease.



### Environmental sustainability

Reduce the consumption of energy by 25 percent.  
Reduce carbon dioxide emissions by 10 percent.  
By 2023, with 2012 as the baseline year.



### Financial sustainability

The target rate of return is that the surplus after tax equivalent is to amount to 3.5 percent of adjusted equity over the course of an economic cycle.  
Equity ratio a minimum of 25 percent as a long-term target.

## Governance model

The Swedish Maritime Administration's strategic goals and tactical goals are based on the Riksdag's generational goal. By basing our model with scorecards on the social, environmental and financial sustainability perspectives from 2014, we are making this happen.

” The overall goal of the environmental policy is to hand over to the next generation a society at large in which the major environmental problems are solved, without causing increased environmental and health problems outside of Sweden's borders.

The generational goal

The strategic goals and tactical goals in our scorecards are grouped into the three sustainability perspectives.

### Social sustainability

We protect our fellow human beings' well-being by running a safe organisation that rests on solid fundamental values.

We work for safer and more accessible shipping.

We have skilled, healthy and motivated employees and a good and safe working environment.

Management is clear and is undertaken with consideration.

### Environmental sustainability

We work to reduce the impact on the climate and the environment through safe and sustainable shipping.

We reduce the consumption of resources through efficient use of resources.

We work efficiently to reduce the emissions from our own operations.

We endeavour to reduce the environmental impact of shipping.

### Financial sustainability

We help our customers to improve their competitiveness by operating in a professional manner and through stable finances.

We focus on the needs of our customers.

We have balanced finances.

We have an efficient organization.

## Management system for development and support

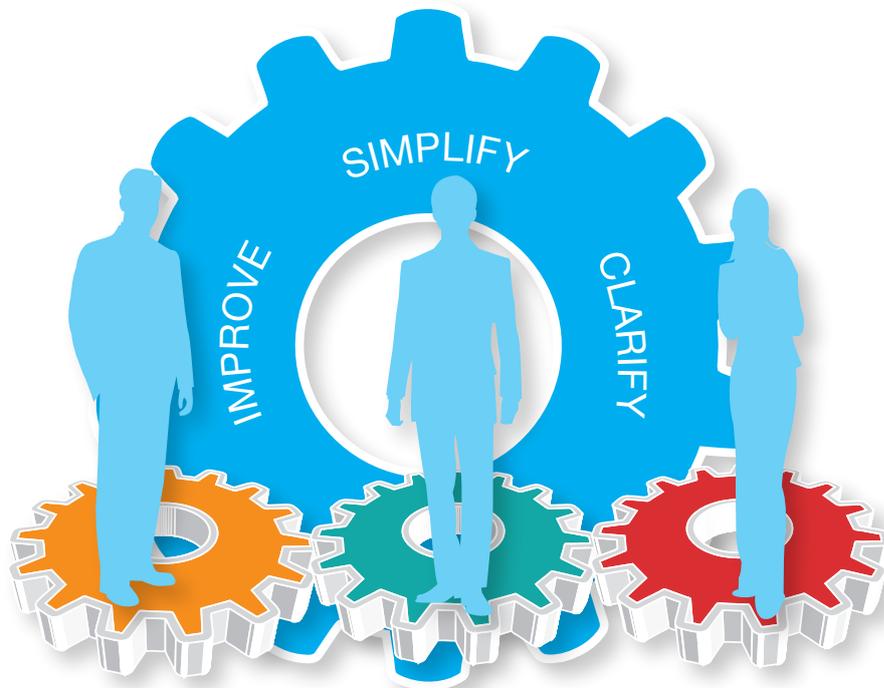
Working to continually improve is a natural aspect of our activities – in other words, improving, simplifying and clarifying. The Swedish Maritime Administration’s management system describes how we set goals, work and monitor the organisation. This takes place in accordance with the demands placed on the organisation in the form of legislation, policy guidelines, etc.

Our two main processes in the management system are delivering sustainable shipping routes and protecting lives and the environment.



The work of implementing the management system has continued in 2014. The focus has been on producing training materials. There are now online training programmes in three areas: introduction to the management system, waste management and chemicals management. Our primary processes and support processes have been improved over the course of the year in order to meet future requirements.

Over the course of the year, the Swedish Maritime Administration has been certified in accordance with the ISO 9001 and ISO 14001 standards, which was our goal for 2014.





## Social sustainability

### Material aspects

- Occupational Health and Safety

The Swedish Maritime Administration has unique shipping expertise with many different groups of professionals.

Over the course of the year, we have clarified our tactical goals for social sustainability in order to make it more explicit that we are constantly working to improve labour practices.

One prerequisite for achieving our goal is that the Swedish Maritime Administration's employees

have a common set of fundamental values. We treat each other and the world around us with compassion and respect. Over the course of the year, efforts to reinforce our common set of fundamental values has continued. Eighty-one percent of our employees have participated in various workshops concerned with our core values professional, transparent and committed. In addition, 50 percent of all employees have participated in storytelling in order to create a common culture.

### From reality

(Story from the Swedish Maritime Administration's JRCC unit)

A fisherman is missing and his wife calls the Swedish Maritime Administration's JRCC unit to report that he has not returned home. It is autumn, it's dark and the missing man has no life jacket. He is over 60 years old and fishes from a small rowing boat. The JRCC alerts search and rescue units from the Swedish Sea Rescue Society, the Swedish Coast Guard and the Swedish Maritime Administration's own helicopter unit. The rescue helicopter cannot be used as the visibility is so poor. Despite this, the helicopter undertakes a couple of radar searches in the search area and sees three echoes. The rescue boats are guided to the three echoes and the missing man is found alive. When the search and rescue units find the person he says jokingly, "that was a lot of fuss for three perches".

High fives at the JRCC, then back to business as usual ...

Storytelling involves telling a story that is brought to life through the use of a combination of words, pictures, symbols and emotions. Storytelling is a method that can be used in many different ways. This may involve marketing and selling a product, creating understanding and motivation among employees involved in a change process, training, providing information or strengthening their own or the company's brand.



## Environmental sustainability

### Material aspects

- Carbon dioxide emissions
- Use of fuel and oils
- Soil contamination
- Use of electricity
- Hazardous waste
- Use of water
- Decision-making

The Swedish Maritime Administration contributes towards achieving the goals adopted by the Riksdag: the generational goal, the environmental quality objectives and the milestone targets. The overall generational goal is integrated into our strategic goals and the environmental quality objectives into our tactical and operational goals. Our organisational monitoring indicates that we are advancing towards the goals.

The 16 environmental quality objectives describe the situation that is to prevail in the Swedish environment in 2020. The Swedish Maritime Administration's activities particularly contribute to five of the objectives being achieved (Reduced Climate Impact, Clean Air, Natural Acidification Only, Zero Eutrophication and A Non-toxic Environment), but have some impact on every one of the objectives. The environmental quality objectives are monitored at the national level every year. We contribute to this annual monitoring and the frequent in-depth evaluations by providing data, information, points of view and proposals, primarily to the Swedish Environmental Protection Agency and the Swedish Agency for Marine and Water Management. Reporting of the environmental quality objectives differs from

our environmental sustainability reporting, as the reporting requirements are not exactly the same as those of the environmental sustainability indicators.

The 24 national milestone targets are steps along the road to achieving the generational goal and one or more of the environmental quality objectives. One of these indicates specifically that emissions into the air from shipping have to decrease. All are relevant to the Swedish Maritime Administration when we identify which environmental aspects are most important to our sustainability efforts. There are milestone targets in the areas of reduced climate impact, waste, biodiversity, harmful substances and air pollution. The Swedish Maritime Administration is most at the forefront when it comes to work on climate and air pollution, and also contributes to the milestone target that air emissions from shipping must be reduced via our environmentally differentiated fairway dues.

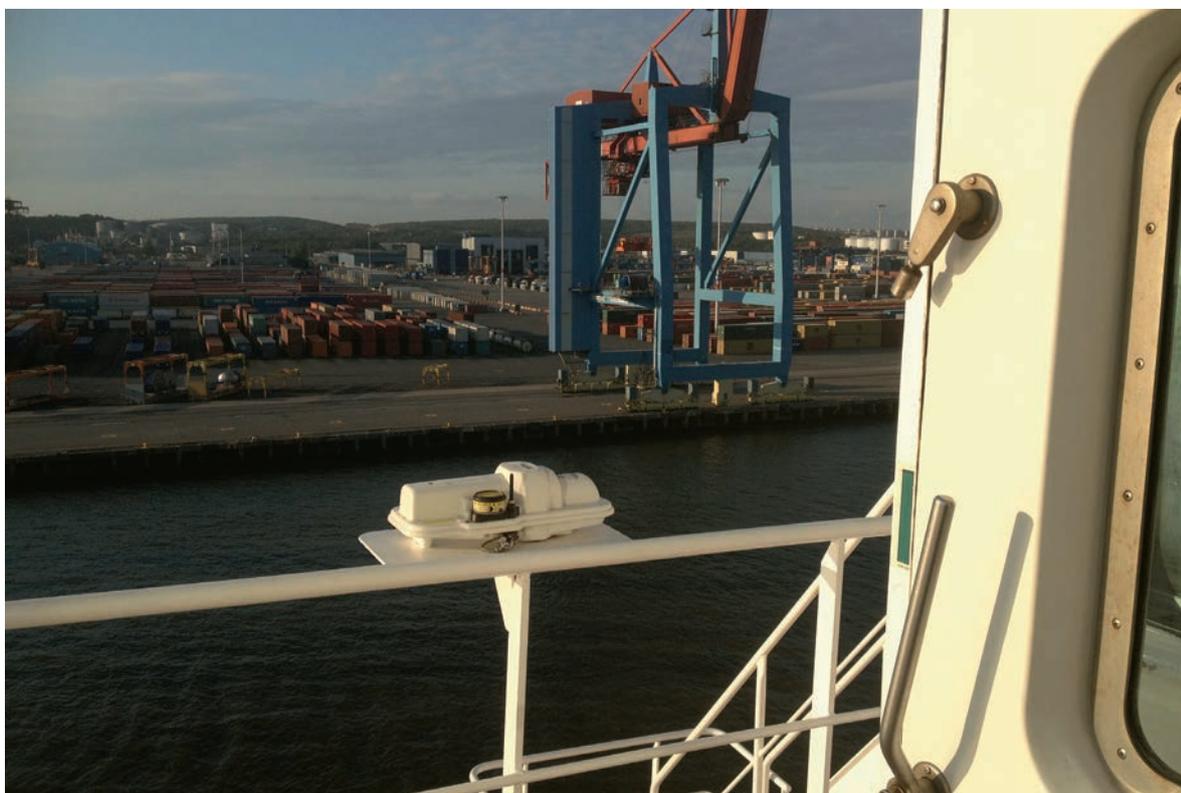
In 2013, the Swedish Maritime Administration calculated that emissions of sulphur dioxide from shipping decreased in 2012 by just over 16,000 tonnes of carbon dioxide in the Baltic Sea area

and the North Sea. No calculations have been performed for 2013 and 2014, but our goal is to report new calculations in our sustainability report for 2015.

Six significant direct environmental aspects have been identified in the Swedish Maritime Administration's operations; carbon dioxide emissions, use of fuel/oils, soil contamination, use of electricity, hazardous waste and use of water. In addition, decision-making concerning our work on maritime safety has been identified as a significant indirect environmental aspect. Over the course of the year, we have continued our effort to improve

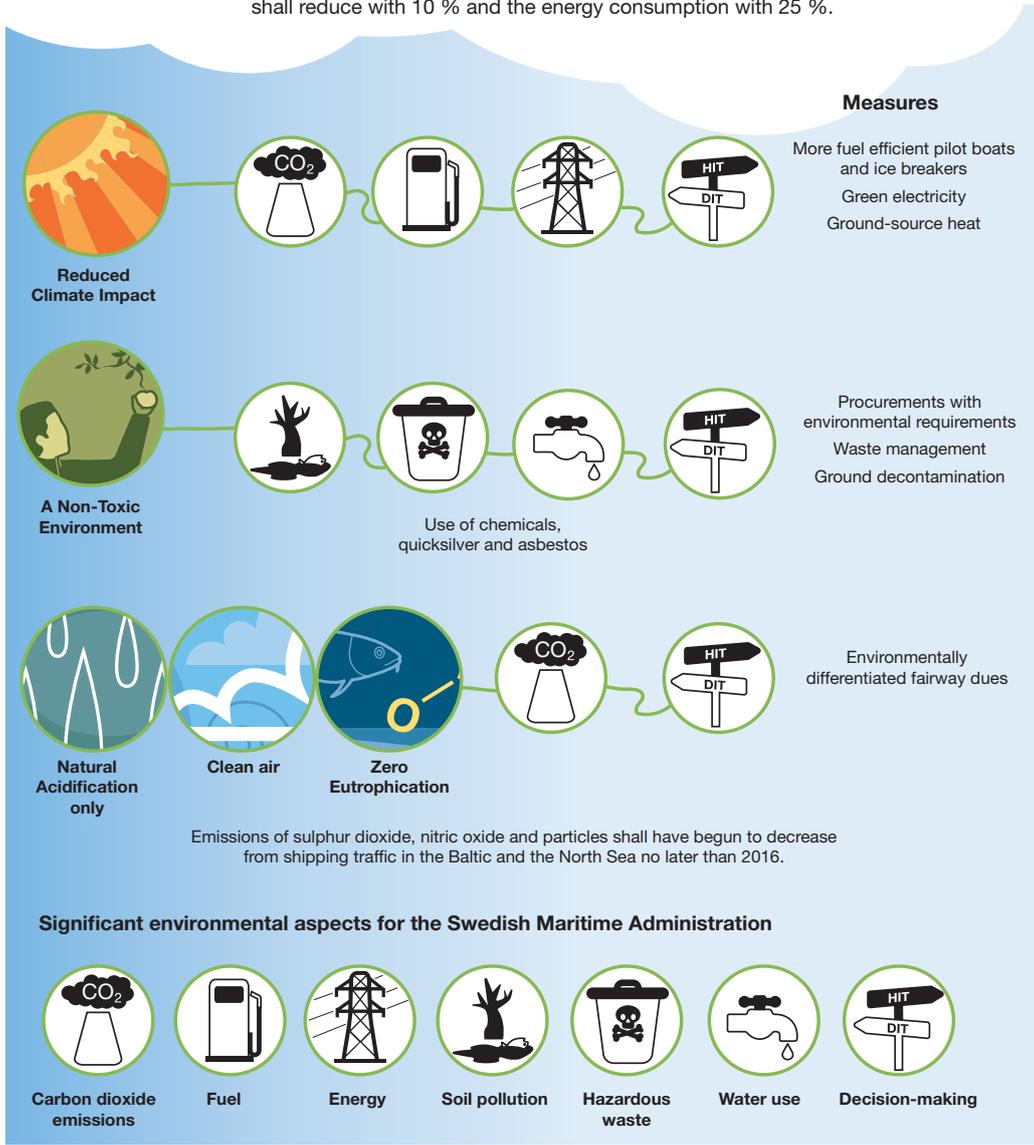
the environmental effects of the aspects listed above. The majority of the initiatives have been implemented within our fleet and our fairways operation, which is described in the section about environmental sustainability later on in this report.

In 2014, we have worked to visualise the "red threads" linking the environmental quality objectives and our operations in order to make it clear which of our significant environmental aspects have an impact on the environment around us. Detailed information can be found in the chapter on environmental sustainability.



**”Red threads” linking the environmental quality objectives and our operations’ significant environmental aspects.**

Up until 2023 the carbon dioxide emissions of the Swedish Maritime Administration shall reduce with 10 % and the energy consumption with 25 %.



Emissions of sulphur dioxide, nitric oxide and particles shall have begun to decrease from shipping traffic in the Baltic and the North Sea no later than 2016.



## Financial sustainability

### Material aspects

- Economic Performance
- Indirect Economic Impacts

Over the course of 2014, the Swedish Maritime Administration has continued to pursue its efforts to improve and become more efficient, for example by allowing the sustainability perspectives to permeate the two main processes in our management system. We focus on economic performance and indirect economic impacts.

Increased temporary central government appropriations for 2014–2016 of SEK 300 million per year meant that we began 2014 with improved conditions. This became possible thanks to our ability to demonstrate to our commissioning body that we had implemented extensive efficiency measures in order to have a positive impact on our costs and also that we had increased our receipts. However we see that freight volumes and the number of vessels using pilot service has decreased. This means that we have to continue our purposeful efficiency programme at the same time as we continue to analyse the development of traffic.

A good financial position and effective management of existing resources are critical success factors. It is essential to the Swedish Maritime Administration that it is possible to operate in a way that is sustainable in the long run. Profitability and financial support are prerequisites for development and investments, making it possible

for our operations and our customers to develop in line with changes in the surrounding world. In addition to the above-mentioned temporary appropriations, the Swedish Maritime Administration has also been allocated a permanent increase of SEK 45 million per year from 2014 for the air-sea rescue operation. This means that we obtained an increase in appropriations for 2014 totalling SEK 345 million.

### Vision 2020

The Swedish Maritime Administration's operations and financial position are affected greatly by developments in the Swedish and global economies, by political decision and factors and by the ongoing structural change towards larger vessels that arrive into fewer ports.

In the Swedish Maritime Administration's three-year plan for 2016–2018, we will be prioritising measures that lead to balanced finances in 2017 as part of an overall action plan. This is included in a more comprehensive vision of our activities ahead of 2020. Our action plan is based on two possible scenarios; the ice-breaking operation is financed by either central government appropriations or our fairway dues. The action plan encompasses a range of different measures dependent on the alternative chosen. Both core operations

and support functions need to constantly develop towards a stronger net result, with the action plan to have had its full effect by the time we enter 2018.

## Sustainability through procurement

The Swedish Maritime Administration works together with many different suppliers who have an impact on our operations socially, environmen-

tally and financially. By taking responsibility for what we purchase and procure, we can develop and streamline this cooperation with our suppliers at the same time as we reduce the risks and strengthen our brand. In 2013, within the scope of our environmental management system, we identified the fuel suppliers that have the greatest impact on the environment. In 2015, we will begin implementing evaluations of the affected suppliers.





**Cost-effective service**

Together with the Swedish Polar Research Secretariat, we are planning to continue to use our resources for research, primarily in order to utilise Oden in the Arctic more regularly and for longer periods. Renting out the icebreakers when they are not being used for regular winter shipping operations also makes them more cost-effective without putting the level of service at risk.

**Oden – a world-class ice breaker and a leading research platform in the Arctic and Antarctic Oceans.**

Oden undertook her twentieth polar research expedition this year. Over 80 researchers spent just over 90 days in the Arctic Ocean. They successfully documented large quantities of the greenhouse gas methane being released from thawing sea beds in the Arctic. In addition, the researches established that the ice surrounding the North Pole was thicker and larger during previous ice ages than had previously been thought. Now the researchers' goal is to attempt to work out how quickly these enormous masses of ice have vanished following the ice age. On its way to its home port of Luleå, and its ice-breaking service in the Gulf of Bothnia, Oden held an open day in Stockholm. Researchers and crew provided visitors with an insight into their research and everyday life on board.

# Initiatives for a sustainable organization

## Providing fairways

A wider and safer vessel traffic channel into the Port of Gävle was inaugurated in 2014.

The Iron Ore Line to Narvik is overloaded. We are therefore working with the Swedish Transport Administration on major infrastructure investments in order to create sustainable fairways for the shipping of the future in the Malmporten project, a collaboration involving the Port of Luleå, Luleå Municipality, the Swedish Transport Administration and the Swedish Maritime Administration. The aim is for the Port of Luleå to increase its capacity for larger vessels and thus improve the competitiveness of the region at the same time as contributing to lower consumption of fuel and lower emissions per tonne of goods transported.

We have completed the modernisation of the coastal radio system, which improves communications between seafarers in need and Joint Rescue Coordination Center (JRCC).

## Provide pilotage

Our goal is to be operating 60 pilot boats in 2017, compared to the current 74. One prerequisite for success is that we reduce the number of breakdowns and thus increase the availability of the boats.

By procuring a complete pilot boat concept with a new hull design and lower weight, we have also been able to keep down the investment costs involved in the acquisition of new pilot boats in 2014. The seventh and final pilot boat ordered was delivered in 2014. The Swedish Maritime Administration has fifteen different types of pilot boat, the oldest having been built in the 1960s.

What sets the new pilot boats delivered in 2013 and 2014 apart is that they are lighter than their predecessors, requiring smaller engines and thus making more efficient use of fuels than the older boats. The goal is to reduce the consumption of fuel per pilot transport.

## Making winter navigation possible

Together with Finland, the Swedish Maritime Administration will continue to collectively utilise resources in order to provide the icebreaking required. Changes to merchant shipping in the Gulf of Bothnia such as increased volumes, altered sizes of commercial tonnage and new environmental regulations mean that planning and construction to replace ageing ice breaking resources has begun in recent years in order to have a replacement resources ready for delivery in 2020/2021.

International regulations governing the energy efficiency of new vessels and more stringent limits on sulphur in marine fuels are leading to increased fuel costs. This means that the ability of merchant vessels to operate in ice is expected to be impaired in the long-term as it will not be possible to equip them with sufficient mechanical power. The capacity of the icebreakers therefore needs to be increased so that we can maintain the current flow of vessels through the ice channels. Increasing the ice breaking capacity with an additional vessel may lead to increased emissions of carbon dioxide by about 5,600,000 kg/year. This can be compared with the total average annual emissions of an estimated 28,100,00 kg carbon dioxide for the five current icebreakers.

## Provide maritime traffic information

Maritime traffic information is how we refer to initiatives that aim to prevent grounding, collisions or other hazards.

Type of intervention that prevented or averted serious consequences	2014	2013
Grounding	6	5
Collision	4	0
Fire on board	0	0
Not under command	12	7
Near miss	5	9
Approach of shallow waters	17	25
Violation of reporting requirements	5	2
TSS-violation	2	5
Violation of pilotage regulations	3	6
Ship dimensions exceeding fairway limits	3	5
Anchor dragging	14	6
Pollution	1	0
Other	23	19
<b>Total</b>	<b>95</b>	<b>89</b>

Due to an improved database application in the Swedish-Danish maritime traffic information center Sound VTS, environmental reporting of vessels passing through the Sound will be made more efficient. Passing vessels are obliged to report any cargo that is harmful to the environment. The target is for 100 percent to comply with the reporting obligation. The outcome was 99.9 percent (33,320 of 33,321) and is reported for the first time.

Internationally, the trend is toward integrated and collocated services for the parties involved in shipping such as pilots, shipping agents and vessel owners. In order to make the process of arriving in Gothenburg more efficient, the Swedish Maritime Administration is working together with the Port of Gothenburg under the name Gothenburg Approach (GotApp). In conjunction with our project MONALISA 2.0, GotApp is undergoing a pilot study in order to produce a tool for optimising the processes of bringing vessels into a port that encompasses a range of events such as the loading and unloading of goods. The aim is for this to also contribute to positive environmental effects.

## Supply hydrographic services

The Swedish Maritime Administration is contributing to reducing the impact of shipping on the climate and the environment by continually raising the quality of the deep database (DIS) and the nautical chart database (SJKBAS), something which leads to improved nautical chart products. In 2014, we surveyed approximately 5,200 km<sup>2</sup>, which can be compared with the 15,500 km<sup>2</sup> charted during the record year of 2013. The proportion of Swedish waters surveyed using modern methods, in accordance with international standards, now stands at 48 percent. Other areas are have still only been surveyed using older methods, including sounding lines.

Special studies of four specific wrecks, which are included in a previous inventory of wrecks, have been conducted. Having been commissioned by the Government, the Swedish Maritime Administration has investigated some of the environmental effects of these wrecks and has drawn up proposals for further action. The Swedish

## Shipping agents

The main role of shipping agents is to act as a representative for the vessel owner and captain when the vessel arrives into port.

Maritime Administration proposes that the Swedish Agency for Marine and Water Management take on overall responsibility for the systematic risk analysis and decontamination of wrecks that are hazardous to the environment. Chalmers, the Swedish Coast Guard, the Swedish Agency for Marine and Water Management, FOI, National Maritime Museums and corrosion experts from Swerea KIMAB have also participated in this investigation.

## Saving lives

The target of the Maritime Search and Rescue service in 2014 was to rescue those in distress in Swedish territorial waters, when the position is known, within 60 minutes in 90 percent of all cases. For a position in international waters of the Swedish Search and Rescue Region, the target is 90 minutes in 90 percent of all cases. The outcome in national water was achieved in 95 percent of the cases. The target was therefore met. This can be compared with 94 percent in 2012 and 2013. The target of the Aeronautical Search and Rescue Service in 2014 was to locate aircraft in distress, that are equipped with a functioning emergency transmitter, within 90 minutes and within 24 hours in cases where those in distress are not equipped with a functioning emergency transmitter in 90 percent of all cases. The outcome was 100 percent of those in distress with a functioning emergency transmitter. No figure is available for the location of aircraft in distress without a functioning emergency transmitter as there were too few operations.

Within 90 minutes, the JRCC has access to special expertise for survival in conjunction with hypothermia. This is the result of a new contract

that has been signed this year between the Swedish Maritime Administration and Sahlgrenska University Hospital/Region Västra Götaland. The contract has been in force since November 2014.

Since 2012, the Swedish Maritime Administration has been working on the introduction of a new search and rescue helicopter system which will be completed before the end of 2015. The new system has significantly improved our capability to search for and rescue those in distress faster. The introduction has continued according to plan over the course of the year.

## Creating shipping for the future

### Analytical services

Our analytical and investigatory services contribute to fulfilling the Riksdag's transport policy goals.

On 1 January 2015, more stringent limitations on sulphur in marine fuels were introduced within what are known as Sulphur Emission Control Areas (SECA) in the Baltic Sea, the North Sea, the English Channel and off the North American coast. Because of these regulations, the Swedish Maritime Administration has changed its fee model in that the sulphur charge has been removed. The financial incentive for taking action to reduce emissions of nitrogen oxides has been reinforced at the same time.

In 2015, the Swedish Maritime Administration will be investigating potential financial incentives for reducing vessels' environmental impact.

### Research and innovation

The e-navigation project MONALISA 2.0 has been designated as a finalist in the Ship Efficiency Awards 2014, organised by Lloyd's Register.

It is the primary activity Sea Traffic Management (STM) of MONALISA 2.0 that has been nominated. Among the early results we find the development of modern technology that contributes to improved efficiency in traffic control and information management between vessels and concerned parties on land. The MONALISA 2.0 project continues until the end of 2015.

A unique simulator exercise involving officers from Sweden, Finland, Germany and Spain practising traffic situations in a virtual environment has been undertaken within the scope of MONALISA 2.0. Vessel simulators in several places in Europe were connected to the Swedish Maritime Administration and Chalmers' simulator at Lindholmen in Gothenburg. The technology for connecting different simulator centres has been developed within the project and is led by the Swedish Maritime Administration. The aim is to produce an entirely new concept for more efficient and safer shipping.

## Offer seafarers active leisure time

The Swedish Maritime Administration's Seaman's Services (Sjömansservice) is founded on the premise of the UN organisation ILO's Maritime Labour Convention with the aim of aiding those who work at sea and offering them a meaningful and attractive recreational and cultural life as compensation for the leisure time they lose as a result of their long hours on duty at sea. In 2014,



*Photography competition for mariners 2014, Photograph: Daniel Möllerström*

the Swedish Maritime Administration introduced a new strategy for its Seaman's Services according to which we will be specifically focusing on the seafarers who have the poorest on-board working conditions. The Seaman's Services will also be working with new partners to ensure that services are offered in additional places around the country.

In 2014, the Seaman's Services made 8,068 visits to vessels (7,508 in 2013). We transported 16,509 (15,893 in 2013) seafarers to and from our facilities and to other activities. The facilities were visited by 61,374 (65,619 in 2013) people over the course of the year. It is now possible for seafarers to borrow bicycles at several of the facilities in order to get around the city more easily. This is an initiative that is valued by the target group and also promotes both health and the environment.

# Commitment through dialogue

The ambition of the Swedish Maritime Administration is to treat all our customers with respect and provide transparency regards our operations as well as our decision-making. We want to have an open and constructive dialogue with our stakeholders and support our customers by developing ways to become socially responsible and pursue a sustainable development. For example, we welcome all customers and stakeholders to the Swedish Maritime Administration’s customer council a couple of times each year. The focus at customer councils in 2014 was specifically on changes to our fairway dues which became effective on 1 January 2015.

	2014	2013	2012
Customercouncil	2	2	2
Newsletter	8	9	6

A customer survey takes place every other year. We measure things such as customer satisfaction index (CSI) among those who order pilotage service from the Swedish Maritime Administration. A new survey took place at the end of 2014, which showed that the level of satisfaction with pilotage services has increased to 78 out of a possible 100, compared with 75 in 2012. A new overall assessment of the Swedish Maritime Administration was also carried out, ending up as 77 out of a possible 100. Confidence in the Swedish Maritime Administration accounted for the greatest increase in comparison to the previous measurement. Customers are most satisfied with response and availability. In autumn 2014, a customer survey was also conducted among retailers of nautical charts and small craft charts for recreational boaters. This survey also showed

high levels of customer satisfaction and confidence in the Swedish Maritime Administration.

In each pilotage area the pilotage area manager is responsible for customer contacts, together with regional infrastructure coordinators. Customer opinions are systematically dealt with by the Swedish Maritime Administration’s system for improvement (C2) and every pilotage area draws up an action plan for how the Swedish Maritime Administration will develop procedures, services and products. Those approached think that the areas information, procedures and reducing the time for ordering pilotage have the largest corrective potential.

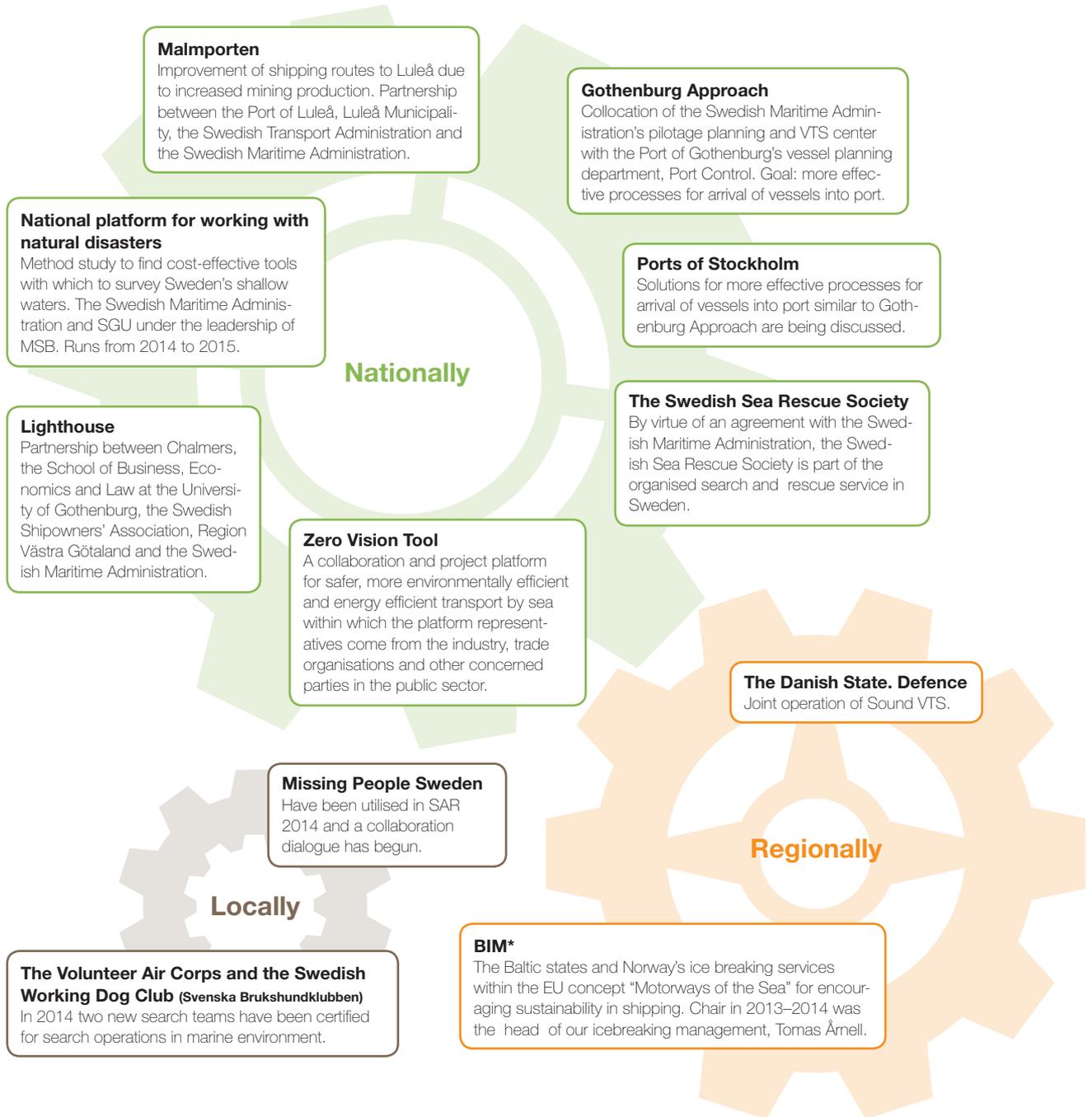
## Customers and stakeholders

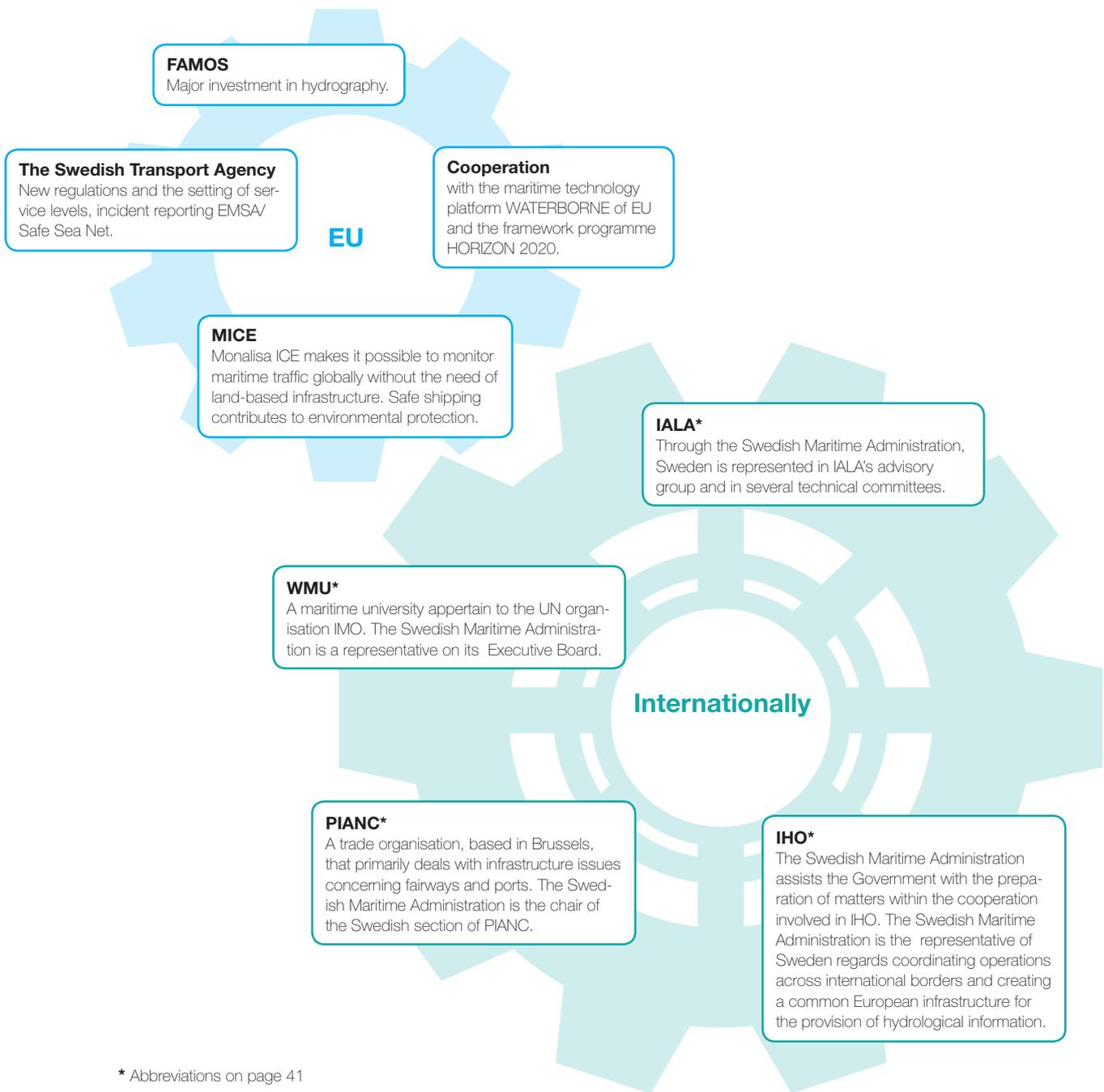


## Materiality analysis

The Swedish Maritime Administration’s goal for 2015 is to invite our external customers and stakeholders in order to undertake a materiality analysis. The objective of this is to initiate a dialogue regarding which aspects of sustainability our customers and stakeholders would like us to report as one means by which to further strengthen the opportunities for shipping to work towards a sustainable Sweden

# MARITIME PARTNERSHIPS





## FAMOS

The Baltic Sea is far from being completely hydrologically surveyed, and nautical charts covering areas that are relevant to shipping are also often based on older measurements that do not meet current quality requirements. The planned project FAMOS (Finalising Surveys for the Baltic Motorways of the Sea) will involve the Swedish Maritime Administration and our partners in Estonia, Finland and Latvia making a major investment in hydrological surveys of these parts of the Baltic beginning in 2014 and ending in 2020. The plans for the FAMOS project involve applying for about EUR 20 million in co-financing from the EU's transport programme CEF.



## Social sustainability

### Expertise for safer and more accessible shipping

At the end of the year, the number of employees was 1,156 (1,104 in 2013), of whom 7 (8 in 2013) percent were working in managerial positions, 80 (77 in 2013) percent in core positions and 13 (15 in 2013) percent in support functions. Employee turnover in 2014 was 7 percent, exactly the same

as the previous year. Many terminated their employment as a result of retirement. Otherwise the Swedish Maritime Administration has a low employee turnover. Of those who responded to a survey sent to people who terminated their employment, 63 percent stated that they would consider coming back to us. About 80 percent of the Swedish Maritime Administration's employees belong to a labour union.

**Table 1. Number of new employee hires by age and gender (LA1).**

About 100 of the 161 recruitments in total were due to the organisational transition caused by the integration of our helicopter operation.

	<30	30-40	41-49	>49	Totalt
Women	2	11	10	3	26
Men	3	62	48	22	135
<b>Total</b>	<b>5</b>	<b>73</b>	<b>58</b>	<b>25</b>	<b>161</b>

**Table 2: Number of new employee hires by age and county (LA1).**

County	<30	30-40	41-49	>49	Totalt
Gävleborg	-	1	1	-	2
Kalmar	-	1	1	1	3
Norrbottn	-	-	1	-	1
Skåne	-	2	-	1	3
Stockholm	2	6	4	4	16
Västerbotten	1	1	1	-	3
Västra Götaland	1	8	7	8	24
Östergötland	1	54	43	11	109
<b>Total</b>	<b>5</b>	<b>73</b>	<b>58</b>	<b>25</b>	<b>161</b>

**Table 3: Number of people who have terminated their employment by age and gender (LA1).**

	<30	30-40	41-49	>49	Totalt
Women	0	4	2	8	14
Men	0	10	13	40	63
<b>Total</b>	<b>0</b>	<b>14</b>	<b>15</b>	<b>48</b>	<b>77</b>

**Table 4: Number of people who have terminated their employment by age and county (LA1).**

County	<30	30-40	41-49	>49	Totalt
Blekinge	-	-	-	2	2
Gävleborg	-	-	-	3	3
Halland	-	-	-	1	1
Norrbottn	-	1	1	2	4
Skåne	-	-	1	4	5
Stockholm	-	3	7	10	20
Västerbotten	-	-	-	1	1
Västra Götaland	-	2	2	11	15
Östergötland	-	8	4	14	26
<b>Total</b>	<b>0</b>	<b>14</b>	<b>15</b>	<b>48</b>	<b>77</b>

The Swedish Maritime Administration is facing a large number of retirements. It is mainly boatmen, pilots and engineers who will be retiring. We have climbed 16 places in the Sweden's Most Attractive Employers 2014 compared to the previous year and are now among the 100th most attractive employer for working engineers in Sweden.

## Cooperation with educational establishments

In order to meet future skills requirements, we offer internships within the scope of Tekniskprånget (Technology Leap), the aim of which is to get more young people to choose careers in engineering. In addition, we are

involved in Praktikantprogrammet (Internship Programme)], which aims to offer internships to people with disabilities – an involvement that will develop over the course of 2015.

Furthermore, we offer internships on our vessels via SUI (educational institute for the shipping industry) and cooperate with students and pupils from universities and schools. Our goal is to accept 15 interns or degree projects per year and we had a total of 25 over the course of 2014, compared to 9 the previous year. The increase is to some extent due to the fact that we have become better at measuring how many interns we accept. In addition to this, we filled 18 internships on our ice breakers.

## In-service training

Through our subsidiary SMA Helicopter Rescue, new types of qualified personnel have been added to the Swedish Maritime Administration such as pilots, winchmen and winch operators. Over the course of the year, specific initiatives have been implemented in order to provide introduction training to our new staff.

In-service training initiatives via the Employment Security Fund broaden the individual's range of skills and contribute to making them more employable. In 2014, the Employment Security Fund has received 136 applications; a little less than the 140 received the year before. 115 applications were approved.

## Occupational disease rate

The occupational disease rate for 2014 was 2.21 percent, compared with 2.57 percent for 2013 and 2.17 percent for 2012, which can be regarded as low. Women's rate of absence due to illness is still higher than that of men. Over the course of the year, managers have been trained in how to deal with the early signs of ill health, rehabilitation, hazardous misuse and harmful misuse.

**Table 5: Occupational disease rate by gender, in percent (LA6).**

	Women	Men	Total
2014	4,05	1,77	<b>2,21</b>
2013	5,26	1,88	<b>2,57</b>

## Work-related injuries, accidents and observations

In 2014, 24 work-related injuries, 25 accidents and 12 working-environment observations have been reported. The majority of reported injuries, accidents and observations take place in core operations involving our work on fairways and when boarding vessels.

**Table 6: Number of work-related injuries, accidents and observations by gender (LA7).**  
The previous year's statistics are stated in parentheses.

	Work-related injuries	Accidents	Observations
Women	3 (4)	1 (0)	<b>3 (-)</b>
Men	21 (20)	24 (29)	<b>9 (-)</b>
<b>Total</b>	<b>24 (24)</b>	<b>25 (29)</b>	<b>12 (16)</b>

## Working environment and health

New procedures have been drawn up with respect to our working environment plan, coordinator for construction work environment and risk assessments. In addition, managers and working environment representatives have been offered training in a tool for the monitoring and review of our working environment efforts (SAM-pejl).

	2014	2013
Implemented working environment investigations physical environment	5	2
Working environment investigations boats (asbestos, noise)	28	8
Working environment representative meetings	3	2
Safety training	0	60 people involved in lighthouse and fairway maintenance

## Gender equality and diversity

Gender equality and diversity are important aspects of our fundamental values and are taken into consideration in marketing, recruitment and in-service training. Over the course of the year, we have arranged seminars concerning gender equality and diversity together with other government agencies.

As in previous years, 20 percent of our staff are women and 80 percent men. Women are mainly represented among those working in support functions, while the men occupy managerial positions and positions within our core operations. The senior management group of the Swedish Maritime Administration comprises nine persons, five of whom are women. By 2017, at least 30 percent of those in managerial positions are to be women and 17 percent of those employed in our core operations.

**Table 7: The senior management group of the Swedish Maritime Administration**  
- by gender and age category – stated in number and percent (LA12).

	Women 2014	Women 2013	Men 2014	Men 2013	Total 2014	Total 2013
20-45	1 (11 %)	2 (25 %)	1 (11 %)	2 (25 %)	2 (22 %)	4 (50 %)
46-	4 (44 %)	2 (25 %)	3 (33 %)	2 (25 %)	7 (78 %)	4 (50 %)
<b>Total</b>	<b>5 (56 %)</b>	<b>4 (50 %)</b>	<b>4 (44 %)</b>	<b>4 (50 %)</b>	<b>9 (100 %)</b>	<b>8 (100 %)</b>

**Table 8: The Swedish Maritime Administration's employees by employee category and gender**  
– stated in number and percent (LA12).

	Managerial positions		Core positions		Support functions		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
Women	18 (2 %)	19 (2 %)	113 (10 %)	104 (9 %)	88 (8 %)	<b>90 (8 %)</b>	<b>219 (19 %)</b>	<b>213 (19 %)</b>
Men	67 (6 %)	67 (6 %)	813 (70 %)	747 (68 %)	57 (5 %)	<b>77 (7 %)</b>	<b>937 (81 %)</b>	<b>891 (81 %)</b>
<b>Total</b>	<b>85 (7 %)</b>	<b>86 (8 %)</b>	<b>926 (80 %)</b>	<b>851 (77 %)</b>	<b>145 (13 %)</b>	<b>167 (15 %)</b>	<b>1156 (100 %)</b>	<b>1104 (100 %)</b>

**Table 9: The Swedish Maritime Administration's employees by employee category and age**  
– stated in number and percent (LA12).

Age	Managerial positions	Core positions	Support functions	Total
< 30	0 (0 %)	39 ( 3 %)	13 ( 1 %)	<b>52 ( 4 %)</b>
30-40	11 (1 %)	184 (16 %)	28 ( 2 %)	<b>223 (19 %)</b>
41-49	38 (3 %)	275 (24 %)	45 ( 4 %)	<b>358 (31 %)</b>
> 49	36 (3 %)	428 (37 %)	59 ( 5 %)	<b>523 (45 %)</b>
<b>Total</b>	<b>85 (7 %)</b>	<b>926 (80 %)</b>	<b>145 (13 %)</b>	<b>1 156 (100 %)</b>

These figures cannot be compared with those of the previous year as we used a different age distribution then.

The Swedish Maritime Administration conducts regular salary surveys in order to even out unreasonable differences in salary for similar and equivalent jobs between men and women. The salary survey conducted in 2014 resulted in SEK 21,900 per month being allocated to adjusting unreasonable differences in salary between the genders.

**Table 10: Parental leave in percent of scheduled working hours.**

	2014	2013
Women	5,18	4,43
Men	1,07	1,11
<b>Total</b>	<b>1,87</b>	<b>1,78</b>

**Table 11: Differences in salary – average basic salary by employee category and gender (LA13).**  
The previous year's statistics are stated in parentheses.

	Women	Men	Difference in SEK	Difference in percent
Core skills	30 087 (29 447)	34 590 (32 173)	4 503 ( 2 726)	13,02 ( 8,47)
Managerial skills	60 955 (58 405)	53 083 (50 463)	7 872 ( 7 941)	12, 91 (13,60)
Support skills	28 546 (25 922)	36 037 (36 531)	7 491 (10 609)	20,79 (29,04)
<b>Total</b>	<b>32 005 (30 716)</b>	<b>36 001 (33 990)</b>	<b>3 996 ( 3 274)</b>	<b>11,10 (9,63)</b>

The table does not state whether wages are reasonable or unreasonable, instead it reports general differences.



*Photography: Patrik Nilsson*

**”Sweden’s most scenic workplace”**

This concept involves us marketing our scenic working environment, as well as the fact that our work involves sustainability, core values and saving lives.

Much of the expertise we are looking for is difficult to find in the labour market. At present we are not attractive enough as an employer for engineers, which indicates that our marketing needs to be focused more towards this target group.

Ahead of 2014, we initiated a new approach in terms of recruitment and launching the Swedish Maritime Administration as an attractive employer. The goal was to achieve

better results at a lower cost. The strategy consists of increasing the number of followers and interaction on our social media channels Facebook, Instagram, LinkedIn and Twitter. Facebook and Instagram have performed best, increasing by 5,032 and 1,287 followers, respectively.

No other government agency in Sweden has been found to have such high figures in terms of followers/interaction.

The Ministry of Enterprise and Innovation, the Swedish Prison and Probation Service and the Swedish Transport Agency have all taken note of our work on social media and have visited us to learn more about what we are doing.



## Environmental sustainability

### Energy consumption

Our work to measure and reduce our environmental impact involves us focusing on how the Swedish Maritime Administration consumes energy and the extent of our carbon dioxide emissions.

Over the course of the year we have drawn up proposals regarding how environmental perfor-

mance can be presented in our interim reports to our board. The aim is to make our internal monitoring process easier and present information in a more easily accessible way. The goal is to include this information in our interim reports from 2015.

Our primary consumption of energy consists of fuel for vessels, i.e. fossil fuel, which involves

**Table 12: Energy consumption (EN3) within the Swedish Maritime Administration (GJ).**

	Renewable sources		Non-renewable sources	
	2014	2013	2014	2013
Electricity	70 000	20 600	300	50 300
Petrol	-	-	1 200	1 800
Diesel	1 300	-	2 600	2 300
Marine fuels	-	-	324 000	675 000
Jet A1	-	-	50 000	-
Ethanol	1 000	1 000	-	-
Heating	18 000	17 000	7 700	10 000
Other renewables	1 900	1 600	500	700
Primary energy	9 600	4 600	23 000	46 000
Solar energy produced	160	160	-	-
<b>Total</b>	<b>101 960</b>	<b>44 960</b>	<b>409 300</b>	<b>786 100</b>
Energy sold		0		0
	<b>2014</b>	<b>2013</b>		
<b>TOTAL, incl. primary energy</b>	<b>511 000</b>	<b>831 000</b>		
<b>TOTAL, excl. primary energy</b>	<b>479 000</b>	<b>780 000</b>		

energy that mainly comes from non-renewable sources. We have reduced our total energy consumption, compared to 2013. This is due to milder winter ice conditions than the previous year and thus fewer ice breaker assistance operations. This has meant that the use of fuel, primarily for ice breaker operations, in 2014 has decreased to the same level as in 2012.

In total, the use of renewable energy has increased by 60,000 GJ (gigajoule) and non-renewable energy has decreased by just under 400,000 GJ.

The consumption of renewable energy has increased markedly in 2014 (50,000 GJ), compared with 2013, which is due to us only purchasing so-called green electricity since 2014. Over the course of the year, the consumption of non-renew-

able energy for heating has also decreased by just over 2,000 GJ, which is due to factors such as the installation of three geothermal heating pumps and four air/water-source heating pumps. The use of oil in central heating boilers have reduced by a corresponding amount. Overall, this has resulted in a significant reduction in non-renewable energy.

Our eco-cars are powered by diesel to a greater extent than was the case in the past. The proportion of the diesel fuel used in these cars that is biodiesel has increased from 27 to 33 percent. Petrol with 85 percent ethanol is used to the same extent as in 2013.

**Table 13. Energy consumption (EN4) outside of the Swedish Maritime Administration (GJ).**

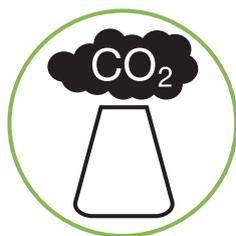
	Renewable sources		Non-renewable sources	
	2014	2013	2014	2013
Electricity	550	470	-	-
Petrol	-	-	40	50
Diesel	-	-	7 500	6 600
Jet A1	-	-	5 500	3 300
Ethanol	2	10	-	-
Cooling	-	-	-	-
Primary energy	40	40	800	600
Heating	-	-	-	-
<b>Total</b>	<b>592</b>	<b>520</b>	<b>13 840</b>	<b>10 550</b>
	<b>2014</b>	<b>2013</b>		
<b>TOTAL, incl. primary energy</b>	<b>14 500</b>	<b>11 000</b>		
<b>TOTAL, excl. primary energy</b>	<b>14 000</b>	<b>10 000</b>		



All energy use outside of the Swedish Maritime Administration is the result of business travel. In 2014, business travel increased by about 3,500 GJ, primarily due to the increase in staff numbers in the helicopter operation.

## Use of fossil fuels

Emissions within our organisation come primarily from heating for our premises and fuel for our vessels, pilot boats and cars, while emissions outside of our organisation come from business travel using, for example, planes and taxis. Marine fuels used by our vessels account for a major share of the emissions.



Our organisation's total carbon dioxide emissions originating from fossil fuels have reduced by 28,500 tonnes. Of these, 5,000 tonnes can be linked to the transition to green electricity and 27,000 tonnes to the mild winter ice

conditions resulting in fewer ice breaking operations in 2014, compared to 2013. The consumption of fuel for ice breaking operations is at the same level as in 2012, which means that carbon dioxide emissions per assisted nautical mile (Ass. Nm.) have again increased by 71 percent, from 0.99 to 1.69 tonnes, which is comparable to 2012 when it was 1.28 tonnes.

**Table 14. Carbon dioxide emissions within the Swedish Maritime Administration (EN15) in 2013 and 2014.**

Carbon dioxide emissions within the Swedish Maritime Administration – fossil origin (tonnes)		
Primary source	2014	2013
Electricity	2	5 000
Petrol	70	100
Diesel	200	200
Marine fuels	24 000	51 000
Jet A1	3 700	-
Cooling	-	10
Heating	200	600
<b>Total</b>	<b>28 172</b>	<b>56 910</b>

**Table 15. Carbon dioxide emissions outside of the Swedish Maritime Administration (EN16) in 2013 and 2014.**

Carbon dioxide emissions outside of the Swedish Maritime Administration – fossil origin (tonnes)		
Primary source	2014	2013
Electricity	0,004	0,003
Petrol	2	3
Diesel	300	300
Jet A1	400	200
<b>Total</b>	<b>702</b>	<b>503</b>

**Ice breaker assistance operations – carbon dioxide emissions per assisted nautical mile and per vessel**

	CO2 (tonnes)	Ass. Nm.	Number of vessels assisted	Tonnes CO2/Ass. Nm (EN18)	Tonnes CO2/Ass. vessel (EN18)
<b>2012</b>	14 520	11 359	680	1,28	21,35
<b>2013</b>	36 808	37 349	1 714	0,99	21,48
<b>2014</b>	10 927	6 480	423	1,69	25,83

### Our vessels as test beds

On-board Oden a small-scale demonstration project has been undertaken to test a tried and tested industrial scrubber used in land-based industry. These tests have been performed in partnership with the shipyard Oresund Drydocks and Joh Sjö System AB from Norrköping. A scrubber is a device that can be used on board a vessel to remove sulphur dioxide and nitrogen oxides from the exhaust gases.



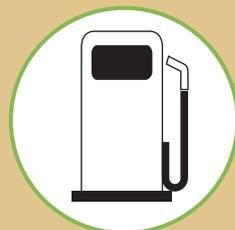
### Vessels

- In order to reduce our own direct impact on the environment, we set a target ahead of 2013 of reducing our consumption of fuel per pilot transport by 10 percent. Adapted driving techniques and speed have contributed to the target and a test system for monitoring has been created. At the end of 2014, we have achieved a reduction of 2.7 percent, compared with 5.3 percent at the end of 2013. The outcome is marginally lower than in 2013, which may to some extent be due to the distance our pilot boats have driven in order to provide the pilotage services ordered.
- Over the course of 2013 and 2014, we have expanded our fleet of pilot boats as per a new pilot boat concept, the sixth of which was delivered this year.
- In conjunction with the lifespan of the older pilot boats being extended, old engines with low levels of efficiency have been replaced gradually. Four pilot boats have received new engines in 2014.
- We have continued to install electricity monitors in our pilot boats in order to optimise their energy consumption. Before the end of 2014, 67 of 74 pilot boats had been equipped with electricity monitors. Electricity monitors have not been installed in those pilot boats we plan to dispose of prior to the end of 2017 as one aspect of our efforts to optimise the number of pilot boats.
- In partnership with Heinzman GmbH & Co, the Swedish Maritime Administration's demonstra-

tion project concerning fuel savings on the Atle class ice breaker Ymer has continued. The results of the tests conducted during the ice season 2013–2014 show a fuel saving of 6–7 percent. In order to reduce nitrogen oxides, which increased somewhat during the fuel-saving tests, an experiment using EGR technology (exhaust gas recirculation) will be conducted on the test engine during the 2014–2015 season. In addition, we are investigating the possibility of driving the main engines using a variable number of revolutions and thus further reduce the consumption of fuel.

### Fairways

- The work to equip lighthouses with LED lighting and solar panels has continued. We have also worked on the development of technology for replacing power cable technology with solar and wind power at installations that until now have required too much energy for such reconstruction. Over the course of the year, three lighthouses have transitioned to solar power. The benefits are increased reliability and reduced maintenance requirements.
- The transition from steel to plastic buoys has begun. Plastic buoys require less maintenance in terms of blasting and repainting, which reduces the need to transport buoys to land and is also good for the environment. Twenty-four plastic buoys of various models have been purchased and we are investigating which of these models



The new pilot boats use 155 litres of fuel per hour at full power. Compared to the older and heavier types of pilot boats that use 220–260 litres of fuel per hour, the new boats provide a fuel saving of 30–40 percent. This measure results in a reduction in the impact on the environment by 200–300 kg of carbon dioxide per hour at full power.

may be the most appropriate to use once the steel buoys become unserviceable.

### Buildings

- In common areas in the Norrköping office, we have set up monitors that visualise electricity consumption based on the measurements we conduct. This is to increase the level of participation of all employees in our environmental efforts.
- An energy survey has been carried out in our canal office in Södertälje and a proposed package of measures has been drawn up. The annual energy cost has been halved to SEK 250,000 and a 40 percent energy saving has been achieved, from 437 kWh/(m<sup>2</sup>·year) to 257 kWh/(m<sup>2</sup>·year). The total saving is estimated to be 55 MWh oil and 218 MWh electrical energy per year. The investments cost was SEK 3.1 million.

### Business travel

- Seventy-three percent of the fuel used for all types of our own eco-cars was environmentally classified fuel (compared with 91 percent in 2013 and 94 percent in 2012). The reduction is due to more eco-cars run on diesel.
- Over the course of the year, the Swedish Seamen's Service has measured these vehicles' fuel consumption and the goal was to reduce the use of fossil fuel by 10 percent through increased awareness among our employees about economical driving. The result was a reduction of 14.4 percent, equivalent to 6.3 tonnes of carbon dioxide.

### IT

- The current situation is that we have replaced about 240 of our 400 servers with virtual servers (about a quarter in 2013), providing the Swedish Maritime Administration with the opportunity to run several virtual servers on one physical server. By making greater use of a smaller number of physical servers, we can now reduce both

the capital cost of the server park and its energy consumption. Physical servers have previously been underutilised with respect to their capacity. Through continued consolidation and replacement of older equipment, we have been able to reduce the consumption of energy in the server hall in 2014. In total, these measures have reduced the consumption of energy by a further 10 percent in 2014. In comparison with 2012 we have achieved a saving of 20 percent during two years.

### No eutrophication

We contribute to the fulfilment of the environmental objective of zero eutrophication by adapting our ice breakers so that they will meet the more stringent international requirements for sewage in the Baltic Sea that will be applicable for existing vessels from 2018. We are cooperating with the manufacturer Marinfloc in a development project to produce a new type of treatment plant. So far, this work is complete on four of our five ice breakers (Atle, Ale, Frej and Oden). Preliminary tests indicate that the plant meets the forthcoming emission requirements for both nitrogen and phosphorous.

### Biodiversity

In 2014, we became involved in the work being carried out within the scope of the SAMBAH project, the overall aim of which is to ensure that porpoises in the Baltic Sea are protected. The preservation of biodiversity is an environmental aspect that we have not identified as significant to our own operations. As an infrastructure owner, however, it is natural that we take responsibility in various ways. During the project we have helped to choose suitable sites at which to place the just over 300 hydrophones that have detected and registered the sound of porpoises and thus their incidence.

### Blasting

Blasting is a metalworking technique that involves blowing a strong stream of particles at a surface in order to clean or reshape it.



## Financial sustainability

### Annual report for 2014

A comprehensive financial report is contained in the annual report the Swedish Maritime Administration submits to the Government on 22 February each year concerning the last financial year in accordance with the Ordinance (2000:605) concerning the Annual Reports and Budget Documentation.

#### Financial targets

In the years to come, there will be great focus placed on identifying further potential efficiency savings in all operations and on running an improvement programme using, in particular, new technology, in-service training and improved working practices.

The long-term financial target for the rate of return of the Swedish Maritime Administration is that the result after tax equivalent amounts to 3.5 percent of adjusted equity over the course of a business cycle and the long-term target for the equity ratio is that it will amount to at least 25 percent. In addition to these targets, the Swedish Maritime Administration is limited to increasing the fairway charged by a maximum of an amount equivalent to the net price index, calculated from 2004. The financial position of the Swedish Maritime Administration is affected by how the Swedish and global economy develops, as well as by political decisions, large fluctuations in the pension liability calculated by the National Gov-

ernment Employee Pensions Board and the extent of the winter ice. The goal is to use resources wisely and we are working intensively to find opportunities to work together with other government agencies, businesses and organisations with the aim of achieving improved cost effectiveness.

#### Financial results

Over the course of the period 2010–2014, the Swedish Maritime Administration has implemented efficiency savings equivalent to about SEK 100 million. However, incomes from shipping charges have decreased in recent years as a result of the recession. At the same time, several of the recent years winter ice conditions has been very extensive, resulting in increased costs. Factors over which the Swedish Maritime Administration have no control have led to several years of deficits.

The Swedish Maritime Administration has obtained an increase in appropriations totalling SEK 345 million. Together with mild winter ice conditions, lower pension costs than expected and a positive development of our fairway dues during the final months of the year have resulted in the Swedish Maritime Administration posting a surplus after financial items for 2014 of SEK 337 million. As per the Government's intentions, the entire surplus will be used to strengthen the equity of the Swedish Maritime Administration through its allocation to the result equalisation fund.

**Table 16. Created and delivered financial value (SEK thousands).**

	2014	2013
Turnover (excl. appropriations)	1 803 687	1 714 392
Appropriations	550 592	205 592
Salaries and remuneration	-960 675	-788 638
Change in pension liability (incl. interest portion)	4 769	-19 499
Costs excl. salaries and remuneration	-895 166	-1 023 991
Depreciation	-162 180	-146 830
Financial net (excl. interest portion of the pension liability)	-3 517	336
Property taxes	-319	-196
<b>Result after financial items</b>	<b>337 191</b>	<b>-58 434</b>
Investments	397 771	387 081

The Swedish Maritime Administration obtains appropriations for certain duties that are not to be financed by commercial shipping. From 2014, the Swedish Maritime Administration has obtained a permanent increase in appropriations for Maritime and Aeronautical Search and Rescue of SEK 45 million per year. In addition, the Swedish Maritime Administration obtained an increased appropriations allocation of SEK 300 per year for 2014–2016, which means the requirement to increase the fairway dues over this period is less. Remuneration for Maritime Search and Rescue, recreational boating purposes, etc. amounts to

SEK 388,308 thousand (SEK 143,308 thousand in 2013). Remuneration for certain traffic in canals etc. amounts to SEK 162,284 thousand (SEK 62,284 thousand in 2013). Grants from the Swedish Agency for Marine and Water Management concern digitisation of deep data from the Baltic Sea. As in 2013, large investments in the Maritime and Aeronautical Search and Rescue operation have been made in 2014. These primarily concern investments in new search and rescue helicopters. Investments have also been made in a number of new pilot boats in 2014.



**Table 17. Material financial support from the public sector (SEK thousands).**

	2014	2013
Appropriations	550 592	205 592
Grants from the Swedish Agency for Marine and Water Management	7 000	7 000
Other grants from the public sector	1 773	1 250

**Table 18. Development and impact of investments in infrastructure and services (SEK thousands).**

	2014	2013
Providing fairways	78 209	33 085
Maintain winter navigation	10 976	25 143
Supplying hydrographic services	15 195	7 864
Provide maritime traffic information	1 793	61
Provide pilotage	39 033	28 399
Saving lives	235 924	281 094
Common functions	16 641	11 435
<b>Total</b>	<b>397 771</b>	<b>387 081</b>

**Abbreviations**

<b>BIM</b>	Baltic Icebreaking Management
<b>CEF</b>	Connecting Europe Facility
<b>COLREG 10</b>	The International Regulations for Preventing Collisions at Sea
<b>EMSA</b>	European Maritime Safety Agency
<b>IALA</b>	International Association of Marine Aids to Navigation and Lighthouse Authorities
<b>IHO</b>	International Hydrographic Organization
<b>ILO</b>	International Labour Organization
<b>IMO</b>	International Maritime Organization
<b>JRCC</b>	Joint Rescue Coordination Center
<b>MSB</b>	Swedish Civil Contingencies Agency
<b>PIANC</b>	Permanent International Association of Navigation Congresses
<b>SAMBAH</b>	Static Acoustic Monitoring of the Baltic Sea Harbour Porpoise
<b>SAR</b>	Search and Rescue
<b>SGU</b>	Geological Survey of Sweden
<b>SSNS</b>	SafeSeaNet Sweden
<b>STM</b>	Sea Traffic Management
<b>TSS</b>	Traffic Separation Scheme
<b>VTS</b>	Vessel Traffic Service
<b>WMU</b>	World Maritime University

**GRI index General information**

<b>Description</b>	<b>Page</b>	<b>Comments</b>
<b>Strategy and analysis</b>		
G4-1 Statement from the most senior decision-maker	4	
<b>Organisational profile</b>		
G4-3 The name of the organization.	6	
G4-4 Brand, products, and services.	8-9, 21-24	
G4-5 The organization's headquarters.	-	Norrköping
G4-6 Number of countries in which the organization operates and the names of these.	7	
G4-7 The nature of ownership and legal form.	6	
G4-8 Markets served, including geographic breakdown, sectors served and type of customers.	8-9, 21-24	
G4-9 The scale of the organization including number of employees, operations, net revenues, capital (liabilities/equity).	9, 28	
G4-10 Number of employees by contract, gender, region, as well as seasonal variations.	28-29	
G4-11 Employees covered by collective bargaining agreements.	28	
G4-12 The organization's supply chain.	19	
G4-13 Change in the organization's size, structure, ownership, value chain.	6-9	
G4-14 Whether and how the precautionary approach is addressed.		Indirect part of G4-19.
G4-15 Externally sustainability principles and initiatives the organization supports.	26-27	
G4-16 Membership of associations and trade organisations.	26-27	
<b>Material aspects and delimitation</b>		
G4-17 Entities that are included in reporting and that are not.	6-7	
G4-18 Process for defining the report content.	10-19	Working practices need to be developed ahead of future reports.
G4-19 Material Aspects identified.	10-19	Identification of material Aspects needs to be developed ahead of future reports.
G4-20 The Aspect Boundary of each Aspect within the organization.	10-19	Identification of material Aspects needs to be developed ahead of future reports.
G4-21 The Aspect Boundary of each Aspect outside of the organization.	10-19	Identification of material Aspects needs to be developed ahead of future reports.
G4-22 Effect of restatements of information in previous reports.	-	
G4-23 Change from previously in the Scope and Aspect Boundaries.	-	
<b>Stakeholder involvement</b>		
G4-24 List of stakeholder groups.	26-27	One of our goals is to initiate a dialogue with a specific focus on sustainability issues.
G4-25 Identification and selection of stakeholders.	25-27	
G4-26 The organization's approach to stakeholder engagement.	25-27	

Description	Page	Comments
G4-27 Topics, concerns and the organization's response, including reporting.	25-27	
<b>Report profile</b>		
G4-28 Reporting period.	6	2014
G4-29 Date of the previous report.	-	2012 and 2013
G4-30 Reporting cycle.	6	Annual.
G4-31 Contact point.	7	7
G4-32 GRI content index and reference.	42-43	We are allowing ourselves to be guided by the GRI, but in some cases we have departed from the guidelines and have not reported in full.
G4-33 Policy for external assurance.	6	Not externally assured.
<b>Company governance</b>		
G4-34 Governance structure, including committees and board responsibility for financial, environmental and social impact.	6-9	
<b>Ethics and integrity</b>		
G4-56 Values, principles and codes of conduct.	14	
<b>GRI index Specific information</b>		
Description	Page	Comments
<b>Social sustainability</b>		
LA1 Number of new employee hires and employee turnover	28-29	
LA6 Rates of injury, occupational diseases, accidents	30	
LA7 High risk of diseases related to occupation	30	
LA10 Programs for skills management and lifelong learning that support continued employability	30	In-service training.
LA12 Composition of governance bodies	31-32	Gender equality and diversity.
LA13 Ratio of basic salary of women to men	32	Gender equality and diversity.
G4-DMA Disclosures on Management Approach	10-14	Identification needs to be developed.
<b>Environmental sustainability</b>		
EN3 Energy consumption within the Swedish Maritime Administration	25	
EN4 Energy consumption outside of the Swedish Maritime Administration	26	
EN15 Direct Greenhouse gas emissions	27	
EN16 Energy indirect greenhouse gas emissions	27	
EN18 Greenhouse gas emissions intensity	27	
G4-DMA Disclosures on Management Approach	10-13, 15-17	Identification needs to be developed.
<b>Financial sustainability</b>		
EC1 Direct economic value	31	
EC4 Financial assistance received from Government	32	
EC7 Development and impact of infrastructure investments and services supported	32	
G4-DMA Disclosures on Management Approach	10-13, 18-19	Identification needs to be developed.

