

The background of the cover is a photograph of three people. On the left, a woman with dark curly hair is smiling and looking towards the camera. In the center, a young boy with dark hair is smiling and holding an orange basketball. In the foreground, a young girl with blonde hair is smiling and looking towards the camera. They are all wearing winter clothing. The background is a blue wall with a white geometric pattern. There are red and grey geometric shapes overlaid on the image.

# Annual Report 2024

FRYSHUSET

# Table of Contents

Foreword: Meaningful Contexts Enable People to Grow! .....	4
Introduction: Fryshuset Empowers Young People to Shape the Future .....	5
<b>Trustees' Report with Integrated Impact Report 2024 .....</b>	<b>6</b>
Organisational Context.....	7
Fryshuset's Goals and Achievements .....	9
Fryshuset's Four Areas of Expertise .....	11
<b>Fryshuset's Sustainability Report 2024.....</b>	<b>31</b>
Introduction and Context .....	32
Four Areas of Sustainability Reporting.....	36
- Environment .....	37
- Social Conditions and Personnel.....	40
- Human Rights.....	49
- Combating Corruption .....	59
<b>Fryshuset's Annual Accounts 2024.....</b>	<b>63</b>





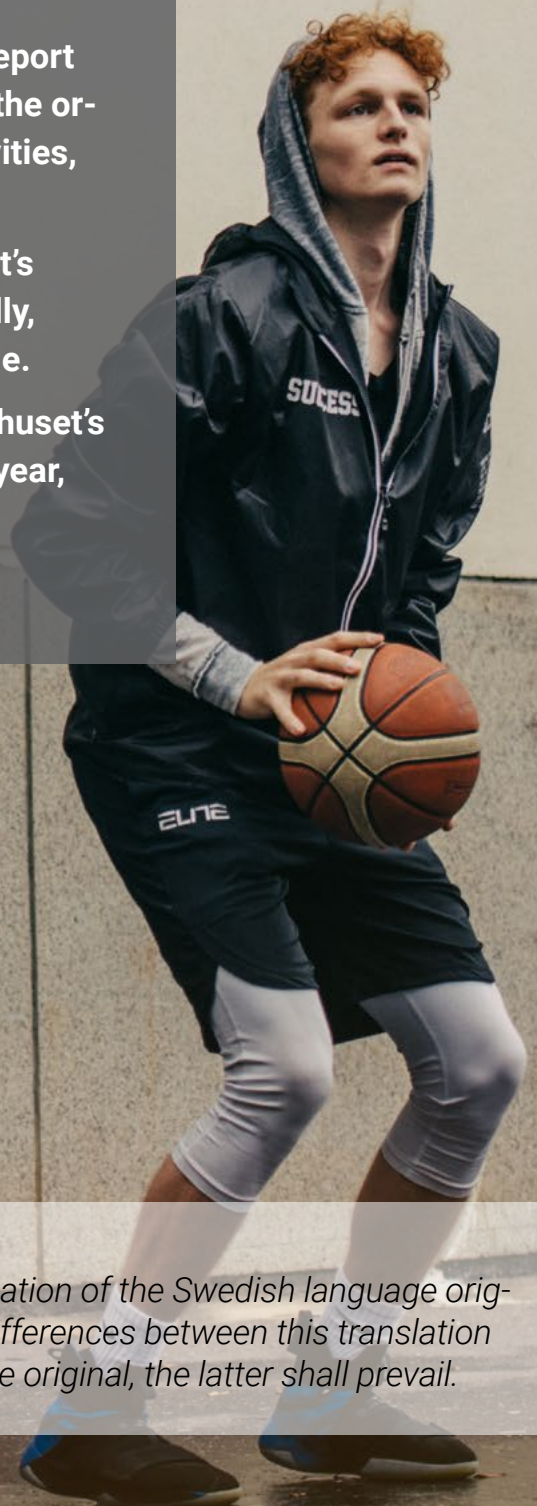
# About the Report

The Fryshuset Foundation's Annual Report 2024 consists of the Trustees' Report with Integrated Impact Report, a Sustainability Report, and the Annual Accounts\*.

- The Trustees' Report and integrated impact report present Fryshuset's goals and methods, how the organisation is governed, the results of its activities, and the impacts generated during the year.
- The Sustainability Report describes Fryshuset's ambitions to ensure the organisation is socially, economically, and environmentally sustainable.
- The Annual Accounts\* provide details of Fryshuset's organisational structure, changes during the year, and financial performance.

## **\* Disclaimer:**

*This document is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.*



# Meaningful Contexts Enable People to Grow!

To be able to be exactly who you are—together with others—and within that context also have a role, feel needed, and have a natural place is an essential foundation for young people's growth.

Young people's leisure time and meeting places therefore play a significant role in their development, both socially and in terms of knowledge, and in enabling them later in life to become the engaged, active, and healthy citizens that society aspires to foster.

Young people have and express a need for leisure activities that they find enjoyable and that at the same time provide opportunities to learn new things and express their personality.

Safe and identity-strengthening environments include clear, accessible, and responsible adults—beyond their own guardians—who engage in dialogue with a salutogenic and norm-critical approach. This means adults who recognise and reinforce protective factors that contribute to the positive health of young people, while ensuring that they are respected and seen regardless of background, economic circumstances, gender identity, disability, ethnic affiliation, faith, or other factors.

Fryshuset focuses on young people's passions and positive development, offering participants a wide range of physical, social, digital, and creative activities.

The activities are flexible and are continuously adapted to the interests, needs, and circumstances of the target group. Here, everyday learning takes place outside formal school education, building confidence in their own ability to grow and develop.

There is an ongoing balancing act between offering fun, developmental, and attractive activities, while also creating space for simply "just being."

Young people's leisure time and meeting places play a vital role in strengthening youth influence and participation in society.



Johan Oljekvist  
VD, Stiftelsen Fryshuset



# Fryshuset Empowers Young People to Shape the Future

Major acts of violence can either deepen divisions or strengthen social cohesion. To foster cohesion and counteract division and polarisation, inclusive contexts, situations, and environments are needed—spaces for meetings and community where people feel a sense of belonging.

Loneliness and isolation are risk factors for radicalisation, making it crucial to promote community and dialogue. The social climate is also influenced by polarising rhetoric.

A harsher tone towards selected groups reinforces prejudice and contributes to a heightened sense of injustice. Therefore, we all have a responsibility to counter social exclusion and build a society characterised by tolerance, cohesion, and solidarity.

Together, a more peaceful, equitable, and inclusive society is created.

Fryshuset takes responsibility to—ensure that young people feel like an important part of society. This is why the work is based on their perspectives, realities, and the issues that affect their daily lives.

Fryshuset is open to all young people, with a particular focus on those at risk of social exclusion and those living in socio-economic vulnerability. This is the organisation's primary contribution to sustainable development.

Fryshuset's core values are deeply embedded in the organisation and have evolved into an approach for how people with different values, from diverse youth cultures and backgrounds, can come together under one roof. The key components of these values are belief in people and that everyone deserves a chance. It is not people who should be judged, but their actions. Fryshuset believes that everyone can succeed if given the right conditions. Its values embody the organisation's proactive spirit and the strong conviction that all energy is positive—provided there are opportunities to channel it in the right direction.

Young people are given encouragement, trust, and responsibility that build knowledge, self-esteem, and highlight their innate strength. Fryshuset's firm belief is that when young people's opinions and ideas are taken seriously, they contribute to a creative and solution-oriented societal climate that dares to think differently and seek new, innovative solutions to today's societal challenges. By involving young people in meaningful and democratic processes, their sense of participation grows, along with the skills and tools that are essential for shaping their future. Young people's involvement also ensures that Fryshuset's operations and activities remain relevant and attractive to its target group.

Within Fryshuset's four areas of expertise, there are opportunities to meet and work with young people through many different phases of their growth and development. Fryshuset's approximately 60 programmes are distributed across the areas of Work & Entrepreneurship, Social Programmes, School, and Youth Culture.





# Trustees' Report with Integrated Impact Report 2024

“I appreciate that there are people who see the human in me and tell me it’s not over. You give me faith in the future!”

CLIENT WITHIN THE PRISON AND CORRECTIONAL SERVICES PROGRAMME



# Organisational Context

The Fryshuset Foundation is a non-profit foundation under the supervision of the County Administrative Board. Established in 1984, the foundation works with young people based on their own needs and passionate interests. As stated in its statutes, the foundation's purpose is to operate activity centres for sports, music, and education—including schools—to run project-based initiatives in various social fields and areas of interest, as well as to promote the development of young people. Fryshuset creates meeting places where young people are seen, heard, and valued.

In 2024, Fryshuset offered meeting places of varying extent in Akalla, Gothenburg, Hammarby Sjöstad, Helsingborg, Husby, Kalmar, Karlskrona, Malmö, Nacka, Nybro, Oskarshamn, and Södermalm.

A core philosophy across all activities is always to start from the individual's circumstances and to involve the target group throughout the entire process of change—from generating ideas to bringing them to life. Fryshuset uses a wide range of tools and well-tested methods and models to achieve the desired impact.

Fryshuset collaborates with a large number of public institutions, authorities, private companies, foundations, and civil society actors, both within Sweden and internationally.

## Vision

**Fryshuset enables young people to change the world through their passions!**

## Fryshuset's Core Values

Our values are our most important compass and embody the drive that arises when passions, perspectives, knowledge, and generations unite under one roof. Our work is built on love and a belief in people. We always work for something—not against. We are strongly convinced that when we channel energy in the right direction, every person, supported by positive environments and fellow human beings, can rise and move forward.

- We build trust and relationships. We develop positive environments for young people where the desire to participate and shared passions bridge differences, creating motivation and belief in the future. We provide encouragement, trust, and responsibility to help young people grow and take control of their own lives.
- We stay attuned to what is happening in society and adapt quickly. We act boldly in the face of new and unknown challenges. We see opportunities and dare to create change where others often see problems.
- We are here for all young people, with a particular focus on those who live outside, or are at risk of falling outside, society. Our doors are always open—we believe that everyone can succeed if given the right conditions, and that everyone deserves a chance.
- We focus on individual needs. We are here for those who, regardless of background, want to engage and grow.



## Fryshuset's Knowledge

Fryshuset is a knowledge-based organisation that fosters encounters and creates spaces for meaningful meetings. We promote sustainability through our knowledge-driven approach. Our focus lies in establishing clear processes, building our activities on what works and generates impact, staying attuned to what is happening in society in order to remain relevant and continue evolving, being responsive so we can swiftly adjust and improve—and, not least, in documenting and sharing what proves effective.

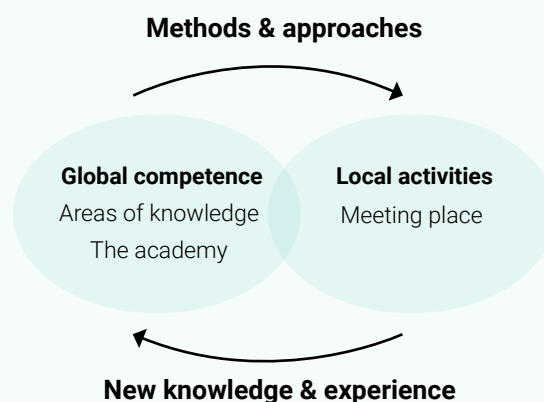
Fryshuset continuously develops and tests new methods to more clearly measure and demonstrate the results of our work in relation to our long-term goals.

## Fryshuset's Resources

Fryshuset's foremost resources are all the employees and young people, funders, and partners who in various ways contribute to Fryshuset.

We create competence and strength by:

- Employing and engaging young people who develop the activities.
- Basing our work on young people's ideas and engagement, and allowing Fryshuset to be driven and shaped by young people's needs and passions.
- Involving role models who share background and experience with the young people in our activities, and who themselves are or have been part of the organization.
- Employing and connecting people with different backgrounds, perspectives, and knowledge.





# Fryshuset's Goals and Achievements

By working closely with the target group in the locations where Fryshuset has meeting places, activities and projects, Fryshuset receives regular feedback on what is being carried out, which makes it possible to develop and adapt the organisation accordingly. Fryshuset's long-term goals help the organisation to stay focused and steer forward.

## FRYSHUSET'S LONG-TERM GOALS

*Young people and society – What we do together with young people*

- **Create more physical meeting places for young people** – Safe and accessible meeting places strengthen young people's social networks, counteract involuntary loneliness, and increase their sense of participation.
- **Develop existing meeting places to reach more young people** – By developing and adapting meeting places, we can make them more inclusive, sustainable, and relevant for a wider range of young people.
- **More digital meeting places for young people** – A digital Fryshuset enables more young people, especially those in vulnerable situations, to participate in activities together with peers and adults.
- **Create more meeting places in collaboration with schools** – Partnerships with schools create environments where young people acquire new skills, receive support, and strengthen their sense of community.
- **Support young people's civic engagement** – By supporting young people's initiatives and offering practical assistance, they gain the tools to influence society and create change.
- **Increase efforts to build trust and relationships with young people who are, or are at risk of being, socially excluded, and promote encounters between young people who would not otherwise meet** – By building trust-based relationships and creating inclusive meeting spaces, we can counteract social exclusion and strengthen young people's belief in the future.

- **Strengthening the Conditions for Young People's Mental Health** - A systematic approach involving support initiatives and collaborations ensures that young people receive the right help and tools to improve their mental well-being.

## FRYSHUSET'S CAPACITY AND EXPERTISE

Since its founding in 1984, Fryshuset's resources, capacity, and knowledge have developed in line with the needs and wishes expressed by young people across the country. In 2024, Fryshuset operated more than 60 different programs and six schools.

During the year, Fryshuset had an average of 551 full-time equivalents (FTEs), calculated across all personnel. Of these, 515 were salaried employees and 36 were hourly-paid. Among all employees (regardless of employment type), 60 percent were women and 40 percent men. The average age of employees was 39.

The majority of Fryshuset's staff work within the school operations, which are currently primarily based in the Stockholm region. Consequently, most employees are active in this region.

**“In 2024, Fryshuset operated more than 60 different programmes and six schools.”**

Fryshuset's operations are divided into four areas of knowledge, each with specific capacity and knowledge to meet the organization's set goals. These are:

- Work & Entrepreneurship
- Social Programmes
- Schools
- Youth Culture

- **Fryshuset has an average of 234,273 interactions with young people per month, totaling 2,811,281 interactions per year.**
- **Fryshuset meets an average of 11,353 unique young people each month.**
- **Ungdomar.se receives an average of 17,206 visitors to the site per month.**
- **Within its schools, Fryshuset meets an average of 2,097 unique young people per month, accounting for a total of 202,527 hours.**

## **Boundaries of the Impact Report**

The boundaries of Fryshuset's impact report are defined by presenting a selection of activities and projects that have had particular significance during the year and where the effects are described in more detail.

The 2024 report covers three activities in the field of Work & Entrepreneurship, three in the field of Social Programmes, two in the field of Schools and three in the field of Youth Culture. The Planet One project is presented in the environmental area in Fryshuset's Sustainability Report.

Fryshuset's turnover in 2024 amounts to SEK 570 million.

The activities and projects presented in the Impact Report, including Planet One in the Sustainability Report, amount to 39.5% of turnover.





# Fryshuset's Four Areas of Expertise

## WORK & ENTREPRENEURSHIP

*Provide young people with guidance and concrete options*

**Within Fryshuset's knowledge area Work & Entrepreneurship, Fryshuset works to ensure that all young people are given equal opportunities to sustainably establish themselves in the labour market as entrepreneurs, employees or employers, based on their own dreams, conditions and choices.**

### Young Labour Market

The labour market is changing and demands for new skills are increasing. For some young people, this means freedom and unlimited opportunities, but for many, it is a difficult arena to navigate, fraught with anxiety and concern, a concern that is also reinforced by the message that *without full upper secondary qualifications you are not relevant to the labour market*. In addition, many young people face a labour market coloured by structural racism and inequality.

Research shows that schools' results regarding students' ability to acquire key competencies for entering the labour market—such as the ability to handle

multiple choices, decision-making, and communication skills—vary based on socio-economic position, which reinforces the unequal conditions for young people's establishment.

Even for young people who see entrepreneurship and self-employment as their way into the labor market, the conditions are unequal; less than one percent of venture capital in Sweden goes to companies rooted in marginalized areas, and in 2022, 1% of invested capital in Sweden was placed in companies with only female founders.

### Focus on Young People Out of Work and Study

In Sweden, the number of young people who are not in employment, education or training (NEET) has remained largely constant, 130,000 - 170,000, since the Swedish Agency for Youth and Civil Society (MUCF) began its annual measurement in 2007.

NEETs experience social exclusion, often of a profound nature, due to a range of risk factors. The target group is notably diverse and includes school refusers, early school leavers, young people living in restrictive cultures and/or destructive environments—young men and women who typically face multiple risk factors such as low socioeconomic status, substance abuse issues, lack of school qualifications, parents with weak ties to the labour market, and neuropsychiatric disabilities (NPD).

Young people who drop out of upper secondary school, live with mental illness, are in destructive environments, or have a disability, are at the greatest risk of never establishing themselves in the labor market. Two out of three young people with mental illness are still unemployed at the age of 29.

Behind these statistics and figures are young individuals who are not given the opportunity to participate in and contribute to society, which is costly both from a socioeconomic and human perspective. The efforts needed to enable change require a cross-sectoral approach.



Despite this, reports show that collaboration between different public actors for the establishment of young people has decreased significantly since 2018, partly due to the digitisation of public services. This situation places young people in a position where they are required to act as coordinators and communicators between various actors in order to manage their own affairs. In addition to the fact that many young people are unable to handle this coordination and become trapped in systemic exclusion, they also lose trust in public institutions.

## **Examples of Activities and Projects within Work & Entrepreneurship 2024**

### **4uvas - innovative collaboration**

The project 4uvas – Innovative Collaboration works to create and enable movement and change for young people who are neither working nor studying.

Supporting a young person in moving from social exclusion to having the power to shape their own life – an empowerment that may include studies, work, dreams for the future, and belief in oneself – is at the very heart of the project.

The project's working method focuses on collaboration with the responsible actors surrounding a young individual who, for various reasons, has ended up outside society.

As a non-public actor within civil society, and through the trust it has established with the target group, Fryshuset can reach young people who have often lost faith in institutional structures.

Through collaboration with public actors who possess measures, tools, and a public mandate to support these individuals, Fryshuset can act as a bridge to the young person.

The mental health of the target group – both as a risk factor and as a consequence – plays a central role and is the reason why the project implements parallel initiatives with a focus on health.

4uvas – Innovative Collaboration is a project run by Fryshuset in cooperation with the partner Nybro Municipality and several other actors relevant to the target group. The project is funded by the ESF (European Social Fund, EU).

### **NextGen Solutions - develops tomorrow's innovators**

Within NextGen Solutions, Fryshuset works to ensure that all young people, regardless of background, have the opportunity to develop their entrepreneurial skills and establish themselves in the labour market. Young people, particularly young women aged 16–25, are given support to develop entrepreneurial competencies and opportunities to run their own projects. The initiative supports participants through guidance and maintains an ongoing dialogue with the business sector to enable collaborations and relevant matches for young people and their projects.

As mentioned above, a very small share of venture capital goes to female founders, and the innovative potential present in disadvantaged areas is not being harnessed – this is something NextGen aims to change. The initiative challenges the status quo!







During the year that NextGen has been running, 1,764 young people have participated in workshops and engaged in idea generation to identify and develop solutions to a societal challenge.

In addition, 389 young people have begun NextGen's programmes to strengthen their entrepreneurial competencies, and 97 young people have submitted applications to carry out projects.

It has involved women entrepreneurs as inspiration and role models during programme meetings and developed a mobile application for participants' project applications.

Fryshuset has well-established collaborations with idea driven civil society actors and upper secondary schools and has therefore, among other things, participated in two "Dragon's Den" processes – a concept where young people present their ideas and projects to a panel of individuals with more experience and resources to develop and provide guidance for businesses and projects.

In October 2024, an event was held with over 90 attendees. Participants from all of NextGen's local meeting places gathered in Stockholm for two days of inspiration for the projects and businesses they had created and run.

The event included lectures, discussions, and workshops with several female role models in the fields of health, entrepreneurship, activism, and racism. The event also featured mingle bingo, where the first prize was a computer, as well as dance and singing performances.

#### **A few words from young participants after the workshop:**

"Everything feels great and we're really excited to get started."

"It was good – it made me think again about what I want to become and do in the future."

"That you don't have to be a certain way to become an entrepreneur."

#### **Reflections after the event:**

"Inspiring to hear about setbacks, how the role models pushed through adversity."

"Fun to see many female leaders."

## Examples of Labour Market Initiatives for Young People

### Summer Jobs at Fryshuset

Fryshuset creates opportunities for young people to gain their first entry on their CV through local partnerships.

#### Malmö

Over the course of 8 weeks, divided into two periods, 30 young people completed summer internships at Fryshuset in Malmö through the City of Malmö's programme *Ung i sommar*. The interns' task was to organise events for children and young people. Participants received training in project management and were given their own budget to carry out the assignment. Among other things, two football tournaments, several arts and crafts events, and film nights were organised.

In collaboration with the hip-hop collective Freestyle Phanatix, an additional 65 young people took part in summer internships involving week-long courses in dance, music, and graffiti.

Four young leaders were employed to lead the work with the intern groups during the summer.

#### Helsingborg

At Fryshuset Helsingborg, 12 young people have completed summer internships. The internship period was divided into three parts: leadership, idea generation, and entrepreneurship. The first week included Fryshuset's leadership training, where the participants gained increased knowledge and tools for leadership and conflict management. The second week consisted of workshops and an in-depth focus on entrepreneurship, while the project ideas of the groups were formulated. During the final week, the participants carried out their projects: a podcast episode on ADHD in girls, a barbering competition, and Thai boxing trial sessions. The trainees also made study visits to

local organisations in Helsingborg. The participants described Fryshuset with the words: community, safe, fun, educational, and encouraging.

#### Kalmar, Karlskrona, Nybro and Oskarshamn

During the summer period of 2024, Fryshuset Småland/Öland has offered over 160 job opportunities to young people. This has primarily been made possible through collaborations with the Allsvenskan football club Kalmar FF and their kiosk operations. However, additional opportunities have also been created through other partners and contexts such as warehouse inventory work, catering services, food truck sales, and event and trade fair arrangements. In total, Fryshuset Småland/Öland has offered approximately 300 job opportunities throughout the year.

#### Stockholm

During the summer of 2024, Fryshuset in Stockholm has offered 216 young people from Stockholm a meaningful introduction to working life through holiday jobs. The programme has focused on four main areas of work: property maintenance, ecological urban farming, large-scale kitchen operations, and communication/social media. Each participant has had the opportunity to immerse themselves in three of these areas over a period of three working weeks.

Fryshuset in Stockholm has aimed to strike a balance between being a low-threshold activity and providing a work experience that reflects the real demands of the labour market. Young people have engaged in both practical and theoretical tasks, including painting premises, cultivating for sustainability and improving safety in the urban environment, climate-smart cooking, as well as producing content for Fryshuset's social media channels.

In addition to the practical work, the holiday workers have taken part in workshops and lectures, including on personal finance, entrepreneurial competencies, and career inspiration, in collaboration with external partners.

The holiday job activities have had a strong positive impact on young people's self-confidence and preparation for working life. A majority of participants indicated that they had improved their self-esteem and felt more confident in facing future labour market challenges. Practical elements, such as work in different fields, and educational interventions, such as CV and personal finance workshops, have helped to strengthen their skills and self-image.

By combining work assignments, educational components and mentoring, the holiday jobs have not only provided young people with valuable work experience but also contributed to Fryshuset's goal of creating positive contexts for young people and strengthening their future opportunities.







## SOCIAL PROGRAMMES

**Within the area of knowledge “Social Programmes”, Fryshuset works to ensure that more young people can meet, develop, and be empowered. The aim is to strengthen young people’s protective factors and provide opportunities for them to influence their own and each other’s futures. Activities within “Social Programmes” specifically focus on reaching young people who others fail to reach and on mobilising strengths where others see problems.**

“Social Programmes” promotes social inclusion among young people. For example, by working with present and credible role models in vulnerable areas and creating positive contexts based on young people’s participation in important matters. Fryshuset engages with young people using methods and tools grounded in a salutogenic approach, through promotive, preventive, and targeted efforts.

Issues concerning lethal violence have continued to dominate conversations, as young people are particularly exposed and affected.

The reports and evaluations that Fryshuset has helped to produce show that mental health, racism, and crime in society are key sources of concern among young people. The activities within “Social Programmes” have therefore remained committed to creating positive environments for young people and to engaging with them in their spaces and on their terms.

Representatives within the area of knowledge have, over the course of the year, held several meetings with decision-makers, politicians, and media in order to raise awareness of the importance of working in a promotive and preventive manner from an early age, to reduce the risk of young people experiencing marginalisation, social exclusion, and destructive behaviour.

### Examples of Activities and Projects within Social Programmes 2024

#### ICbility

ICbility is a programme developed by Fryshuset in collaboration with the University of Cambridge and Umeå University. It is based on the psychological concept of Integrative Complexity (IC), which concerns the ability to nuance and perceive interactions between different perspectives.

The aim of ICbility is to train the capacity to recognise and regulate how people think, in order to deal with divergent views and complex challenges. The programme consists of eight sessions in which participants, through experiential exercises, undergo a structured exposure to various levels of IC. Through this process, participants gain increased self-awareness, social awareness, relational skills, and a strengthened ability for self-regulation and decision-making.

After several years of work, the pilot study for ICbility has now been completed, showing promising results in areas such as resilience. As a result, Fryshuset has in 2024 initiated preparations to scale up the programme and create a positive social impact among young people in Sweden.

An important part of this scaling-up strategy is the establishment of an IC Centre, which will provide training and support to organisations wishing to implement ICbility within their operations and communities.

Young participants have expressed how ICbility makes a tangible difference for them in school, at work, and in everyday life—both individually and in their relationships with friends and family. The programme has helped them to better understand themselves and others, communicate and collaborate, manage emotions and conflicts, solve problems, listen, and view matters from different perspectives.

To date, over 130 individuals have taken part in ICbility, with 90% rating the programme as good or very good, and 73% expressing a strong desire for more people to benefit from it.

### Meetings with Children in Remand Custody

Fryshuset – The Prison and Probation Services Assignment meets with children who are held in remand custody. In 2024, staff have met with 180 unique children aged 15–17 on 523 occasions.

According to current regulations, children in remand custody are entitled to four hours of human contact per day. As one of several organisations, Fryshuset contributes to providing this contact.

In autumn 2024, Unga Klara and Fryshuset organised a public talk on the subject of children in remand custody. The venue was fully booked, and attendees were able to hear insights and lessons from the work, as well as ask questions about the staff's encounters with the children.

During the month of November, a short voluntary paper survey was distributed to the children in remand custody whom Fryshuset had met.

In response to the question *"How was this visit for you?"*, almost all—96%—gave a positive answer.

The responses vary, as the question was open-ended.

#### Examples from the survey include:

"It's nice to talk to someone who isn't from the prison service."

"Good to meet someone who doesn't judge you."

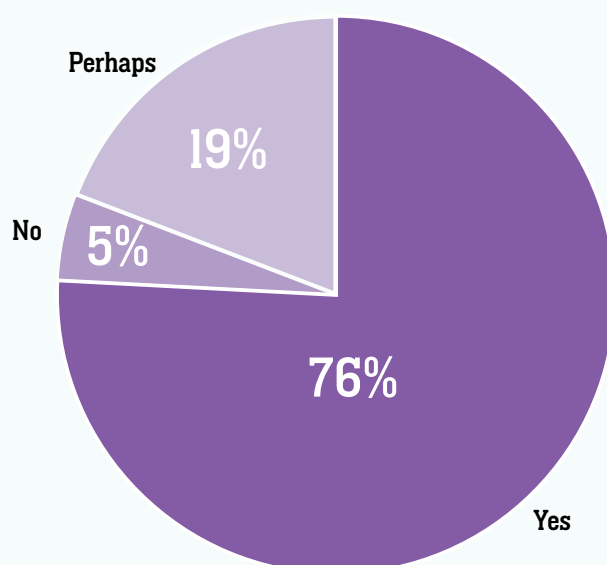
"It was fun."

"It was nice."

"We laughed together."

"I learnt things."

## Do you want to stay in touch with Fryshuset?





## United Sisters

United Sisters offers safe, separatist spaces where girls and non-binary youth can experience a sense of community. Through well-established conversation methods, the group is given the opportunity to talk about feelings and life experiences, exchange perspectives, and try out new activities for socialising and having fun.

United Sisters provides young people with tools to strengthen their self-esteem, self-confidence, and self-compassion, while also inspiring them to make active choices in life. United Sisters is a low-threshold initiative designed for those who need it the most. The work takes place in a safe environment without pressure or a focus on performance.

The programme fosters encounters and builds bridges between people of different backgrounds, interests, experiences, and generations.

United Sisters has existed since 1996 and operates in Stockholm, Gothenburg, Malmö, Helsingborg, Nybro, and Karlskrona. United Sisters is also present in Oslo, Bærum, Drammen, and Stavanger in Norway, as well as Aarhus in Denmark.

The survey below was conducted within the United Sisters group activities in the Stockholm area. The groups have met 10–12 times per term, and the sessions have been carried out in collaboration with schools, the City of Stockholm's Sports Administration, and local actors to offer a variety of physical activities together with instructors and group leaders.

Young people's responses after participating in United Sisters group activities:

**I feel safe coming to United Sisters meetings by myself.**

100% answered **totally agree**

**I feel that the organisation is open to me, that I can be myself.**

50% answered **Yes, indeed**

50% answered **Yes, completely ok**

**How would you rate your mental health today?**

**Before**

**After**

**3.87**



**4.80**

(Average rating on a scale of 1–5.)

## United Sisters Mentorship Programme for Young Adults Living with HIV

The mentorship programme for young adults living with HIV is a collaboration between United Sisters and Karolinska University Hospital in Huddinge. The partnership has been ongoing for seven years.

The mentorship programme is aimed at young adults aged 18–30 who are living with HIV. The objective of the programme is to promote participants' well-being—mental, physical, and sexual—enhance the target group's self-esteem and self-confidence, as well as to reduce self-stigma related to living with an HIV diagnosis and improve the participants' quality of life.

Through the programme, young people gain access to a safe space where they can share their experiences, thoughts, questions, dreams, and reflections with others in similar situations. Participants receive training in coaching conversations and mentorship, providing them with opportunities for support and a sense of community. Monthly group meetings are held around various themes to promote the exchange of experiences and increase the target group's knowledge about HIV. The mentors also meet with their mentees between the group sessions to offer additional support.

Outcomes of the mentorship programme for young adults living with HIV, 2023–2024:

**The group has been a safe space for me to talk about living with HIV.**

**4.71**

(Average rating on a scale of 1–5.)

**I have gained new knowledge about HIV and feel more confident about how to live my life.**

**4.36**

(Average rating on a scale of 1–5.)

### Participant quotes:

"It's an open and safe community where you can really share."

"I think the project contributes to your well-being and gives you meaning and context, which are very important aspects of life."

## SCHOOL

**Fryshuset's School Organisation – three compulsory schools, one upper secondary school, one folk high school and a vocational dance training programme**

The school is one of society's most important and fundamental institutions for children and young people. At school, they spend more hours of the day than anywhere else. Within the educational system, there are unique opportunities to truly be part of the everyday lives of children and young people. It is to be regarded as a privilege to participate in shaping and nurturing the adults of tomorrow. Based on the conviction that *everyone can and wishes to develop*, Fryshuset's schools offer a meeting place for all, regardless of background or circumstances.

Fryshuset's schools strive to be a place that pupils choose to attend!

The schools are run, like the other operations, according to Fryshuset's core values. These are well-implemented values, which are more than mere slogans or marketing. At Fryshuset's schools, there is a firm belief that the pupils' own passion and drive are key to motivation. In the compulsory school and upper secondary school in Hammarby Sjöstad, all pupils pursue a passionate

interest during school hours for several hours each week; in the folk high school's general course, it is the passion for progressing to further studies or employment that is the driving force; in the folk high school's specialist courses in music and music production, as well as at the Dance Centre, it is the passion for music and dance, and the dream of working in the industry, that unite the participants in their passions.

**“The school is one of society's most important and fundamental institutions for children and young people.”**

### **Fryshuset's Schools – more than just a school**

One of Fryshuset's long-term objectives is to open more meeting places that include a school. Fryshuset recognises the strength in the school being physically located within the broader context that a meeting place provides. Pupils' personal development benefits from access to more activities and more adults, in addition to the knowledge and the adults that the school itself offers. This broadens young people's perspectives, creates more opportunities to meet different peers from various areas, and fosters additional adult relationships. Fryshuset is convinced that, in the long run, this helps to contribute to a better society.





Fryshuset's schools operate according to the following governing documents:

The Education Act, the curricula, the guidelines of the Swedish National Council of Adult Education, laws and ordinances from the Swedish National Agency for Vocational Education, the general advice of the Swedish National Agency for Education, the Convention on the Rights of the Child, and the statutes of the Fryshuset Foundation.

In addition, Fryshuset's other governing documents: Fryshuset's core values, Policy for Equal Opportunities and Equal Rights, Leading at Fryshuset, Code of Conduct, The Fryshuset Way, and the Child Rights Policy.

### **School Management Organisation**

During the past year, Fryshuset has made adjustments to the management chain. There is now a clear organisation in which appropriate forums address school-related matters. Fryshuset's school organisation has a group of school directors constituting the school director function, a management group referred to as the School Organisation's Management Group, as well as meetings with the principals of the compulsory schools.

### **Collaboration for the Best School – SBS**

Two years ago, two of the schools, as well as Fryshuset as the principal organiser, adopted a support initiative offered by the Swedish National Agency for Education.

The purpose of the initiative is partly to support the principal organiser's development of systematic quality work and to strengthen the understanding of quality assurance at all levels of the management chain, and partly to develop teaching and learning.

Process support from Linnaeus University is provided continuously throughout the entire collaboration period. The initiative consists of advisory dialogues and seminars within identified areas for improvement for the group of school directors, the management of the upper secondary school, as well as the management and teachers at the compulsory schools in Akalla and Husby.

The support is ongoing for three years and has been provided in the form of process support and guidance from Linnaeus University. In the midst of the ongoing initiative, Fryshuset's school organisation expanded its operations by approximately 550 pupils, which in turn affected the SBS initiative. Instead of two schools participating, the support was extended to three schools, two of which can largely be considered to be in a start-up phase. During the forthcoming final year, the ambition is to achieve the set objectives, despite the challenges of doing so within the limited timeframe.



**Fryshuset's schools have a total of approximately 2,500 full-time pupils. They are distributed as follows:**

**Fryshuset Compulsory School Hammarby Sjöstad, Years 7–9 approximately**

**330**  
pupils

**Fryshuset Compulsory School Husby, Years 7–9: approximately**

**200**  
pupils

**Fryshuset Compulsory School Akalla, Years F–6: approximately**

**650**  
pupils

**Fryshuset Upper Secondary School approximately**

**1100**  
pupils

**Fryshusets Folk High School approximately**

**150**

participants on long courses and approximately 100 participants on short courses

**Dance Centre**

**28**

pupils in vocational training and approximately 600 pupils in evening and weekend





### Active Leadership in Schools (ALIS)

Fryshuset's compulsory schools work with a parent education programme that provides teachers, guardians, and pupils with a common platform for communication regarding core values and attitudes. The compulsory school in Hammarby Sjöstad has worked systematically with the programme for a long time, and the schools in Akalla and Husby have commenced the programme.

### Results Monitoring and Systematic Quality Work

All schools within Fryshuset have systematised the collection of results concerning pupils' and participants' development. The folk high school and Dance Centre have their own annual cycles and checkpoints for this, as they have flexible admissions, meaning participants start and finish at different times and take part in the activities for varying durations. Both the folk high school's and Dance Centre's measurements show a high proportion of pupils who complete their education and who enjoy their time at the school.

The compulsory schools and upper secondary school produce so-called RIA reports three times per academic year. RIA stands for (resultatinsamlingsarbete) results data collection. The RIA reports compile, among other things, pupils' goal attainment, grades, attendance, number of action plans, incident reports, and well-being. Once a year, the compulsory schools and upper secondary school must submit a compiled analytical report of the year's results to the principal organiser. In the coming academic year, so-called results dialogues will also be conducted, meaning that each school unit will have an extended session with the principal organiser to jointly analyse the successes and challenges experienced by the school unit.

### Well-being, Safety, Study and Work Environment

The compulsory schools and upper secondary school regularly conduct pupil surveys to gauge the atmosphere and school culture, in order to implement interventions where needed.

Pupils and participants at Fryshuset's schools express that they enjoy school, feel safe, and experience both a good and calm study and work environment. Fryshuset also investigates where pupils experience insecurity, thereby enabling preventive and proactive measures.

Below is a selection of responses given by Fryshuset pupils during spring 2024.

72% of upper secondary pupils feel that the classroom is characterised by a calm study environment, 70% that the school as a whole is characterised by such an environment, and 73% believe that they themselves, their friends, teachers, and staff contribute to creating a calm study environment in the school and classroom.

Regarding upper secondary pupils' sense of safety at school, both in the classroom and in the school as a whole, this remains very high.

As in the previous year, 91% of upper secondary pupils fully or largely agree with statements related to safety.

Among lower secondary pupils at our compulsory school in Husby, 83% state that they always or often feel safe at school. 77% report that they enjoy school. When asked whether they experience a calm study environment, 66% state that they always or often do, while 2% never experience such an environment.

### Pupil Quotations

– On being a pupil at Fryshuset Compulsory School:

"When I arrived here, it felt right."

"Here, there is safety, clarity, and good structure."

"There is a fine sense of togetherness between teachers and participants, which makes it comfortable to come to Fryshuset and study."

### Guardian Quotations

– On having a child at Fryshuset Compulsory School:

"The parent education programme has literally saved my family. We finally received a common tool and a shared language. Soooo good!"

"I feel that my child is seen and heard in a way I have never experienced before"

"I feel secure knowing that my child attends Fryshuset Compulsory School Hammarby Sjöstad, and I love that they are able to pursue their passion before, during, and after school hours."





## YOUTH CULTURE

### A Meaningful Leisure Time

**The field of Youth Culture provides young people with meaningful leisure activities that contribute to improved physical and mental health and serve as a tool for social development. Youth Culture encompasses a wide range of recreational, sporting, and cultural activities.**

Fryshuset offers both organised and open activities within the sphere of Youth Culture.

The organised activities are those in which participants must register to take part and where they participate on a regular basis. Examples include the Dance Centre's evening classes, Motorintresserad ungdom (Motor Interested Youth), the holiday programme Lovely Days, and the martial arts activity Frysbox.

The open activities are meeting places and leisure activities such as Stockholm Skatepark, the youth centres in Södermalm and Nacka, Open Fryshuset in Gothenburg, and the meeting place in Nybro. Here, young people can meet, socialise, and engage in activities on their own terms. These low-threshold activities are important tools for building safe relationships. Through these relationships, young people's progression is facilitated.

Shared passionate interests create conditions that bridge oppositions and differences. In this way, Fryshuset Youth Culture enables people from diverse backgrounds, with different circumstances and from different places, to meet and develop together through their passions.

To ensure low-threshold activities, almost all Fryshuset sites operate an open meeting place as a base, which is a crucial element in building relationships and awakening passionate interests. Meeting places are among the most sought-after needs among young people, and by working more with this format, Fryshuset ensures both that it responds to the need and can work in a promotive manner.

Having a passionate interest and a positive leisure time is an important protective factor for young people, yet it can be difficult to find "one's thing". In the open leisure activities, you are welcome regardless of whether you have found a specific interest or not. By offering both open and organised activities, Fryshuset can be accessible, reach, and facilitate progression for more young people.



## Youth Culture – the long-term promotive and preventive work

Why are sport, culture, and leisure for young people what Fryshuset refers to as 'Youth Culture' among the most important things there are? Because Fryshuset sees that change and positive opportunities are created when young people, based on their interests and desire to participate, develop and are challenged.

When young people are given tools and space to express themselves, are seen, and in various ways can influence their own future. When they feel part of a context, a team, a dance company, an event group, or another interest group. When they have the opportunity to practise, train, and try things out in a safe and accepting environment, both physical and mental health are enhanced.

Youth Culture and the opportunity for an enjoyable leisure time promote the good that everyone needs in order to create a positive life, not merely remedy what is necessary. Youth Culture creates hope and acts proactively; it is promotive and strengthens protective factors.

### Examples of Activities and Projects within Youth Culture 2024

#### Motorintresserad Ungdom (Motor Interested Youth)

Since 2019, Fryshuset has operated Motorintresserad Ungdom at several locations around Sweden. The primary target group is young people aged 13–25 with an interest in A-tractors, mopeds/motorcycles, and cars. The activity aims to foster participation and inclusion in society for this target group. At each location where the project operates, Fryshuset trains young teams who themselves plan and organise activities while also

designing their own operations. In some locations, participants have access to a meeting place and garage; in others, they gather only for events and car meets outdoors.

Fryshuset's perception is that the target group of Motorintresserad Ungdom has changed and broadened over the years. Recently, there have been more and finer cars, more girls, and a stronger focus on meeting and community rather than solely on mechanics. The target group can roughly be divided into two different groups: the *Mechanics* and the *Cruisers*.

The Mechanics are interested in the car, the engines, and the mechanics-the more traditional EPA truck driver. Here, the interest lies in building, renovating, and fixing cars, while also acquiring technical know-how that may be useful in future career choices. Garages are prioritised, and boys dominate in numbers within this group.

The Cruisers' main interest is the freedom the car affords them. What matters is the ability to move between places, have a living room on wheels, listen to music, invite friends, and socialise with like-minded peers. This creates a sense of freedom for the group and is also beneficial for parents, who may need to drive their children less, for example, between leisure activities. Among the Cruisers, the gender distribution is considerably more balanced.

Some comments in response to the question "Have you learnt anything new?" from participants in MIU after training days with partners:

"Yes, how to connect the sound system more neatly."

"Yes, how to wash the car in the best way."

"Yes, how to connect the sound system safely."

"Yes, how to eliminate alternator noise."





## FUSE – the music activity in Helsingborg

FUSE in Helsingborg is based on supporting young participants on their journey towards their goals and dreams. The work is conducted in groups, and the leaders listen to what each participant wishes to achieve in music and what steps are needed in their development to reach those goals. The aim is for participants to become independent and able to move forward on their own after their time with FUSE.

**“The ambition is for every participant to experience the process from creating their own music to releasing and marketing it to the public.”**

Challenges in the music activity are addressed by working with group dynamics and forming a team in which all participants respect, support, and uplift one another. The group includes young people who aspire to become artists and songwriters, producers, and managers. The combination of interests, dreams, and knowledge has contributed to participants' willingness and ability to collaborate.

The ambition is for each participant to experience the process from creating their own music to releasing and marketing it to the public.

In 2024, FUSE had a total of 15 young people who attended the music activity regularly, 2–4 days per week. Through the You + Music project, FUSE has collaborated with companies in the music industry, for example, to create events where young musicians can perform, receive inspiration, and guidance. Participants have performed on various stages through FUSE's collaboration with local youth organisations.

The great benefit of the music activity is the opportunity to influence young people on several levels. Through their passionate interest, they also receive tools to strengthen their self-confidence and self-esteem, for example, by defining success based on themselves without comparison to others, increasing their understanding of group dynamics, cooperation, and leadership. Through dialogue with participants, it is possible to work preventively and promotively on topics relevant to them and their music-making, such as how choices of content, expression, and actions can influence people and society.

In a survey conducted by FUSE in 2024, participants responded as follows (response options: 5 = Very good, 1 = Poor):

**How do you perceive the staff's competence?**

5

**How do you perceive Fryshuset's premises and equipment?**

4.57

**How do you perceive the staff's approach and commitment?**

5



## Empower Productions

Empower Productions enriches Swedish cultural life and makes it more equal by enabling more young girls and non-binary individuals to pursue their passion for creating music.

Empower Productions is offered free of charge to girls and non-binary young people aged 13 to 19 in Stockholm, Gothenburg, and Malmö until 2025.

Within the project, meetings are organised where the target group learns to produce music, as well as participate in workshops and inspirational sessions. The project teaches the basics of music production and studio recording, creating music with computers, writing song lyrics and melodies, and exploring one's own unique expression. Participants also receive a basic overview of how the music industry works and what it is like to work as a music producer, songwriter, and artist.

Empower Productions is a collaboration between Fryshuset and Signatur – Foundation for the Promotion of Music. Fryshuset also collaborates with the non-profit organisation Popkollo in the project.

Measurements were conducted at the start and end of the term in spring 2024.

## How did you perceive the leader(s) within Empower?

Responses were given in free text; a selection is mentioned below:

"Engaged and skilled."

"So supportive! Good pace, no stupid questions, and a permissive environment."

"FANTASTIC, super-pedagogical, create a very pleasant atmosphere."

## Do you think you would have had the same knowledge of music production as you do today without Empower?

75% of participants answered that they would not have had the same knowledge if they had not participated in Empower.

13% answered that they would have had less knowledge.

13% answered that they would have had no knowledge at all.

## Skate Nation

Skate Nation was launched in spring 2016, in connection with the so-called refugee wave. Initially, spontaneous gatherings were held where young asylum seekers were invited and volunteers assisted and coached. This quickly developed into more regular meetings and the Skate Nation activity.

As the project grew, it became increasingly integrated into the Fryshuset Foundation's organisation. By being introduced to and included in skateboarding culture, the target group early on gained a sense of belonging and an identity as skateboarders. Participants also gained access to a physical activity, which is an important preventive factor against mental illness.

Contact with skateboarding culture and its practitioners provided the target group with an expanded social network and contact with more established Swedes, which, among other things, has increased access to the language and understanding of how Swedish society functions.

Within Skate Nation's activities, participants come into contact with association sectors and are given the opportunity to become involved in the relevant association.

Fryshuset has many positive stories from former participants who, for various reasons, have been forced to move, change cities, or leave the country. Thanks to the sense of security they have gained through their new identity as skateboarders, they have described that they have more quickly found new contexts and new friends in their new locality.





During the sessions, it became evident that several participants were also skilled leaders. They assisted and supported other participants, shared their knowledge, and became involved in the sessions. These participants were recruited as leaders, and it became a guiding principle of the activity to harness and encourage participants to take the step to become leaders.

In 2020, the activity applied for support from the Swedish Inheritance Fund and was granted funding. The grant enabled Skate Nation to trial its method in more locations around the country, create collaboration between Fryshuset's various sites, and also broaden the target group.

Today, the activity is aimed not only at asylum seekers and newcomers to the country, but at anyone in need of a secure context or who is new to skateboarding. Today, nearly nine years later, Skate Nation exists in seven (soon 8) locations in Sweden. With the method material Tool Box, new associations have easily been able to start up a Skate Nation, with clear guidelines and continued support from Fryshuset as national coordinator.

Surveys were conducted shortly before the project concluded in winter 2024.

### **Do you feel that there are leaders within Skate Nation you can talk to?**

All respondents answered yes to this question. The leaders are open and approachable.

### **Do you feel you have been able to be yourself within Skate Nation?**

All respondents answered that they had been able to be themselves in Skate Nation's inclusive environment.

### **Do you feel that Skate Nation is a safe place?**

All respondents stated that they felt very safe and that the place had been a safe environment.

"I believe Skate Nation makes an enormous difference for everyone involved, young and old alike. For me, skateboarding has helped loads, whether I have felt bad or good. You build up self-esteem and self-belief when you skate. For many, skateboarding is very challenging, but that is also what makes it feel so good when you see your progress and get better and better."

**EWY, FORMER PARTICIPANT AND NOW COACH**

"Before Skate Nation, I had no friends who were born in Sweden and did not dare to speak to them at school, but now I have friends from all over the world and I dare to talk to them. Being part of this made me braver and helped me integrate into Swedish society!"

**MOHSEN, FORMER PARTICIPANT AND NOW COACH**



## HOW FRYSHUSET WORKS WITH IMPACT MEASUREMENT

As an organisation, Fryshuset has developed an internal approach to systematically learn from one another, thereby improving its work with impact measurement. This is achieved partly by dividing operations into different areas of expertise, where those responsible meet, identify needs, and share knowledge with each other. Additionally, those responsible for the various meeting places meet regularly for further training, sharing experiences, setbacks, and successes, in order to continually develop the conditions necessary to achieve Fryshuset's objectives.

The work to develop methods for measuring the results of the operations has been ongoing over the years, which can at times be challenging, as it often concerns long-term and difficult-to-measure societal effects. Impact measurement within the operations is carried out, for example, through surveys, in-depth interviews, or group interviews with the target group. In this way, Fryshuset gains an understanding of how young people's life situations change as a result of the organisation's activities. Furthermore, Fryshuset follows up on objectives and operational plans, growth and development, the number of employees and

volunteers, the number of young people reached, the number of new locations where activities are established, resources, and financing.

The theory of change describes the link between activities and the outcomes they lead to, expressed in results and effects. A fundamental aspect of impact measurement is to understand how long-term change can be measured, which means that it is only once the problem and its underlying causes have been mapped that the desired change can be defined, and for whom – with the aim of creating sustainable change over time.

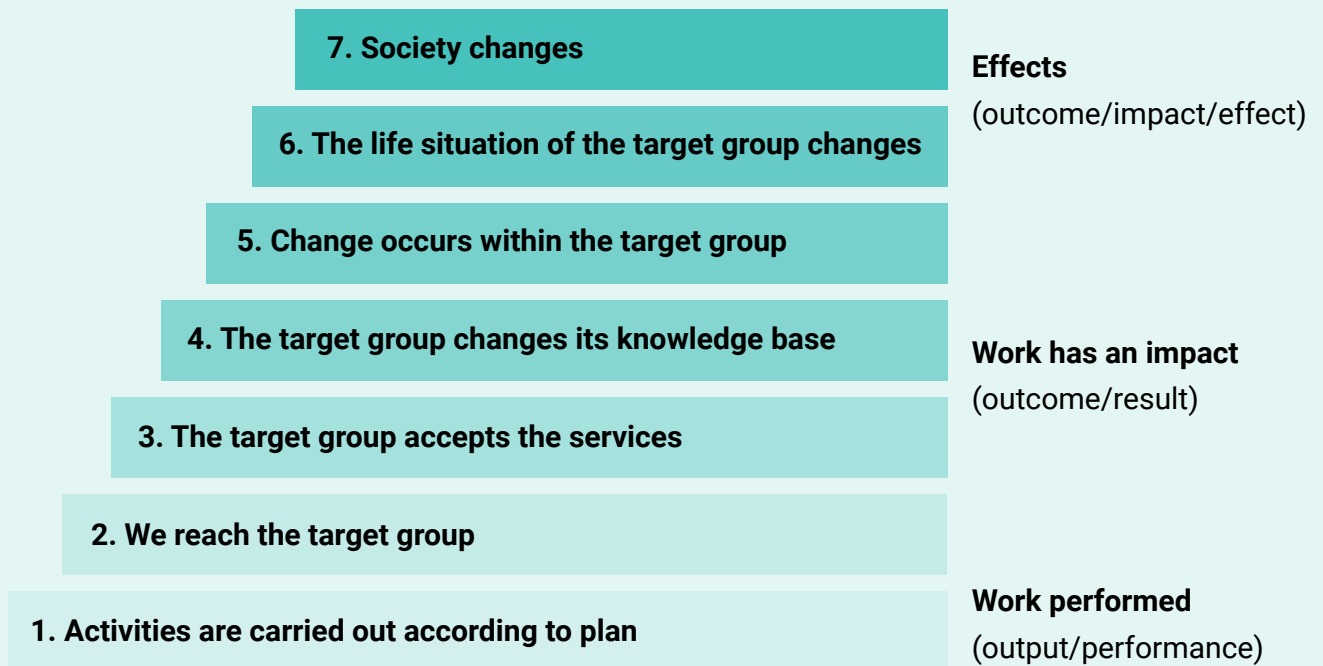
A descriptive model – the results ladder – briefly concerns an individual's progression (see Figure 1.1 below). The ladder illustrates how each operation works with the progression of its target group, as a means of assessing where the target group is situated and how change occurs in the long term.

Based on the results ladder, Fryshuset works continuously to create the conditions for each operation to map the progression of its target groups according to the theory of change (see Figure 1.2 below), thereby achieving better results, streamlining work, and developing and improving the operations based on the needs of the target group.





**FIGURE 1.1**



Results ladder. Adapted from the Kursbuch Wirkung (Results Course Book) p.5,  
www.kursbuch-wirkung.de, PHINEO gAG 2013.

**FIGURE 1.2**

Fryshuset's operational planning, development,  
and follow-up based on the theory of change



## Networks in Impact Measurement

Fryshuset participates in several different networks related to impact measurement. Working with impact measurement is important for developing operations, understanding the needs of the target group, and being able to demonstrate to partners and financiers what is being achieved.

Fryshuset sits on the board of *Effektfullt*, which is Sweden's largest cross-sectoral knowledge hub and membership organisation for organisations wishing to further improve their measurement of the benefit they achieve for people and the environment. Fryshuset is also a member of *The Swedish National Advisory Board for Impact Investing* and participates in the technical committee led by the *Swedish Institute for Standards (SIS)* regarding the standardisation of the measurement of social and environmental effects.

**“Over time, Fryshuset acquires new insights and knowledge within the framework of the organisation’s impact measurement.”**

## Lessons Learned

Lessons learned from working with impact measurement and reporting include the importance of continuous internal training to build understanding and motivation to carry out measurements within each operation.

The ongoing professional development of employees aims to create deeper knowledge and understanding of impact measurement. Each operation should be able to continue to develop by listening to the young people in the target group. Each individual operation must also understand the importance of defining and concretising its own impact objectives with the help of the theory of change and the results ladder.

Given the size of Fryshuset's organisation and the broad scope of its operations, it is important that each individual operation has impact objectives with time perspectives adapted to its activities. The effects of these cannot necessarily be aggregated into a single effect for the organisation as a whole.

Over time, Fryshuset acquires new insights and knowledge within the framework of the organisation's impact measurement.

## Limitations and Development

Fryshuset's surveys are conducted among young people participating in the activities and do not take into account influencing factors outside the organisation that could affect the target group during the measurement period. Nor does Fryshuset compare the results of its measurements with a control group outside its own organisation.

A development area within Fryshuset's impact measurement is to develop suitable new methods in which more influencing factors are included and compared with research as well as with organisations in similar fields. However, there is currently limited access to external data regarding, for example, young people's self-esteem, well-being, and their sense of participation within the areas Fryshuset wishes to measure and compare, such as a particular interest, geographical area, or age group. To better capture the total effect of Fryshuset's efforts, organisation-wide questions are used that all participants can answer.

## New Standard for Impact Measurement

The Swedish Institute for Standards (SIS) has developed a new national standard for measuring the effects of social and environmental initiatives. The standard has been developed for all organisations working with projects of societal benefit.

Together with some twenty Swedish organisations, companies, and municipalities, Fryshuset has participated in the development of this new standard. The adoption of a common terminology and a more uniform approach to measurement by projects of societal benefit is important for achieving clearer, more comparable measurements, as well as increased knowledge and greater consensus between organisations, partners, and financiers regarding the long-term effects of these projects.





# Fryshuset's Sustainability Report 2024

"Adults often say that we are the generation of the future, but we are the generation of today – not the future. That is our children. It is now that we must act!"

YOUNG PARTICIPANT FUTURE SEARCH

# Introduction and Context

This is the Fryshuset Foundation's sustainability report, covering the financial year 2024. The sustainability report encompasses the Fryshuset Foundation (org. no. 802011–1582).

The sustainability report has been prepared in accordance with the provisions of Chapters 6 and 7 of the Swedish Annual Accounts Act. No material changes have occurred in the application of reporting principles or the scope of reporting compared with the previous year.

The Board of the Fryshuset Foundation approved the sustainability report upon signing the annual accounts.

## **Fryshuset's Purpose**

The Fryshuset Foundation (Fryshuset) is a non-profit foundation engaged in commercial activities under the supervision of the County Administrative Board. The foundation, established in 1984, works with young people based on their own needs and passionate interests. The foundation's purpose, as described in its statutes, is to operate several meeting places, both physical and digital, for sport, music, and education, including schools; to conduct project activities in various social fields and areas of interest; and to work on the development of young people through good leadership.

## **Fryshuset Works for Young People and Thus for the Future**

Fryshuset takes responsibility for ensuring that young people feel they are an important part of society. Everything that is done is aimed at creating more sustainable lives for young people. Fryshuset addresses all young people, with a particular focus on those living in socio-economic vulnerability and at risk of social exclusion. This is the organisation's principal contribution to sustainable development.

Fryshuset's activities aim to increase young people's influence in society for a safer and more rewarding environment in which to grow up. The target group of young people is given encouragement, trust, and responsibility, which builds knowledge and self-esteem and highlights the individual's inherent potential. Sustainability is a prerequisite for Fryshuset to act credibly and forcefully towards its target groups and partners.

## **Fryshuset Makes It Possible**

**Fryshuset makes it possible for young people to change the world through their passions!**

Based on this motto, Fryshuset creates meeting places where young people are seen, heard, and counted. Fryshuset operates around 60 different projects and activities within four areas: Work & Entrepreneurship, Social Programmes, Schools, and Youth Culture.

A guiding philosophy in all operations is always to start from the individual's circumstances and involve the target group throughout the process, from generating ideas to implementing and realising them. Fryshuset has a wealth of tools and well-proven methods and models that are used to achieve the desired effects.





## A Sustainable World for Our Young People

In autumn 2015, the UN General Assembly adopted the Agenda 2030 action plan, aimed at leading the world towards a sustainable and just future by 2030. It contains 17 global goals to work towards at the global, national, and local levels.

Fryshuset's work aims to create sustainable societal development. The activities conducted can be linked to several of the 17 global goals.



Fryshuset works to ensure that young people gain good knowledge of global sustainability issues, both through the *Global Identity* initiative in its schools and by supporting young people's initiatives and engagement in other activities.

### Planet One – opportunities for engagement

Planet One is an international initiative where Fryshuset, in collaboration with Greenpeace and Armenian Progressive Youth (APY), has created meeting places for young people aged 15–25. The project ran from 2021–2024 and was funded by the Swedish Postcode Lottery.

The purpose of Planet One has been to create more equal opportunities for young people to engage in climate and environmental issues in Armenia, Cameroon, Kenya, Sweden, South Africa, and Hungary. In each country, physical meeting places inspired by the makerspace movement have been established, focusing on learning by doing. By offering a place where young people can try various methods and tools to deepen their engagement, their capacity to act has been strengthened and the environmental movement broadened.

At these meeting places, so-called makerspaces, both drop-in and organised activities have been offered, as well as the opportunity for young people engaged in environmental and climate issues to book the space for their own activities, such as meetings, art exhibitions, or fashion shows on the theme of environment and climate. Since their inception, several meeting places have established strong relationships in their respective countries with existing youth environmental organisations that previously struggled to find premises for their activities. All locations have also offered an ongoing programme of activities and events, as well as the opportunity for young people to seek support, such as knowledge, funding, and contacts, for their own initiatives.

Advanced ideas such as cultivation projects, podcast production, and panel discussions have been made possible through the various spaces and resources of the meeting places, but above all, all meeting places have served as a safe and accessible space where young people with an interest in sustainability issues have had the opportunity to meet like-minded individuals.

In addition to their own programmes, the meeting places have collaborated with each other on major events, such as World Environment Day, Week of Action, and Make SMTHNG Week, as well as by organising so-called Youth Exchange Programmes, where young people from each country have met to exchange experiences and knowledge. In striving to amplify the voices of young people, the ambition has also been to influence decision-makers. More than 80 meetings have been organised between young people and politicians, officials, and those in power in the project countries. In 2024, activities focused on continuing core operations with an emphasis on supporting young people's own initiatives, while also focusing on sustainability and expansion. The project has successfully supported the start-up of two similar operations in Ukraine and Bulgaria.

**“Advanced ideas such as cultivation projects, podcast production, and panel discussions have been made possible through the various spaces and resources of the meeting places.”**

Since Planet One began, the project has had just over 45,000 participants within the target group. More than 3,500 activities have been organised, and Planet One has supported over 6,500 initiatives initiated by young people. In addition to Planet One's global channels, all meeting places have their own social media accounts. Collectively, these have reached 21,000 followers and achieved over 4 million views, providing inspiration and information about the programme in the various countries.

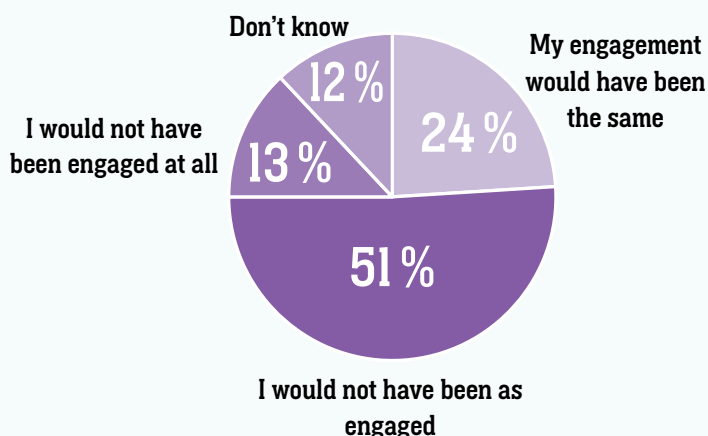
A survey was conducted in 2023 and another at the end of 2024. The survey shows, among other things, the importance of having a meeting place for young people focusing on environmental and sustainability issues, and that knowledge has increased at all meeting places. Interviews with leaders confirm this.

"Since its inception in March 2024, the Greenpeace office in Kyiv has had a dedicated team working with youth engagement and supporting environmental initiatives. The team is an informal member of the Planet One network. From day one, they have had close cooperation with the hub in Budapest, Bolygó. In addition to close collaboration and knowledge sharing, the team in Kyiv has had access to methods, approaches, and event examples from Planet One. The Kyiv office has held numerous events, reached hundreds of young people, and supported dozens of initiatives and young grassroots."

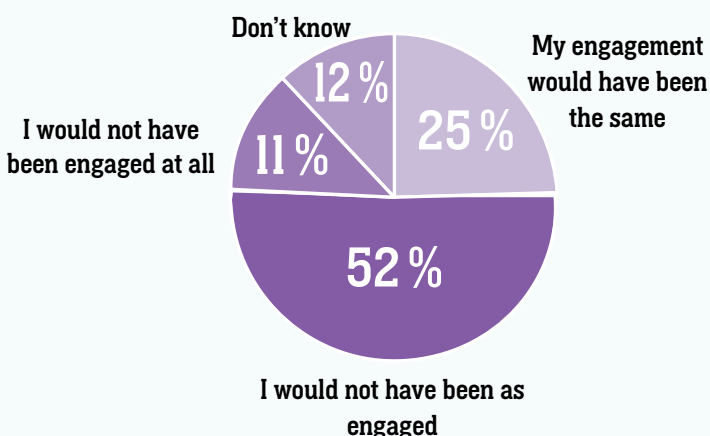
Translated quote, Greenpeace Ukraine.

### How do you think your climate and environmental engagement would have looked if you had not participated at the meeting place?

**2023**



**2024**

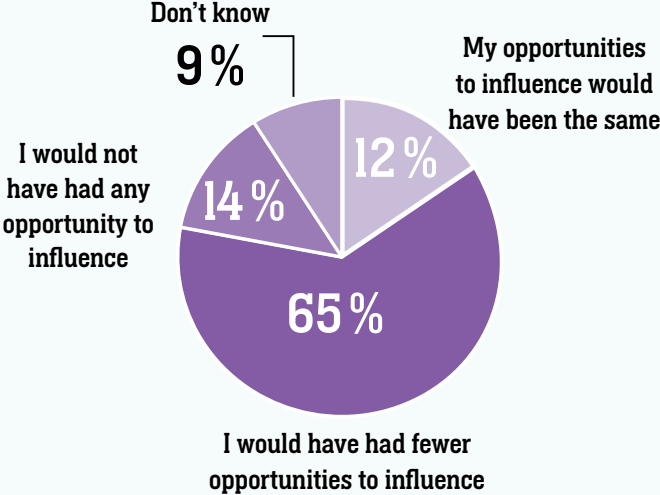
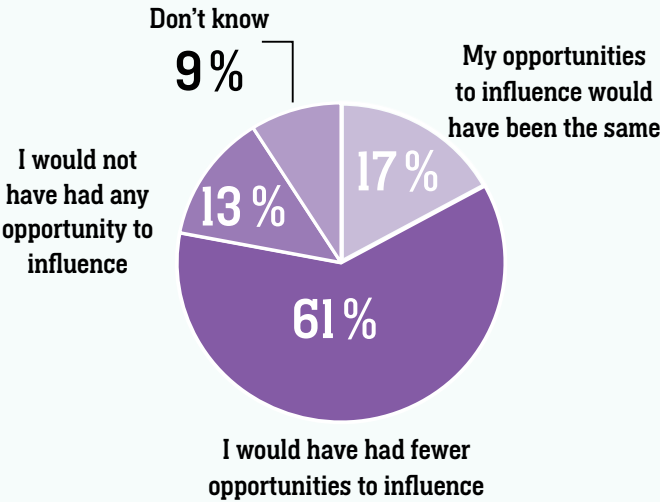




Do you think you would have had the same opportunity to influence climate and environmental issues in your local community without the meeting place?

2023

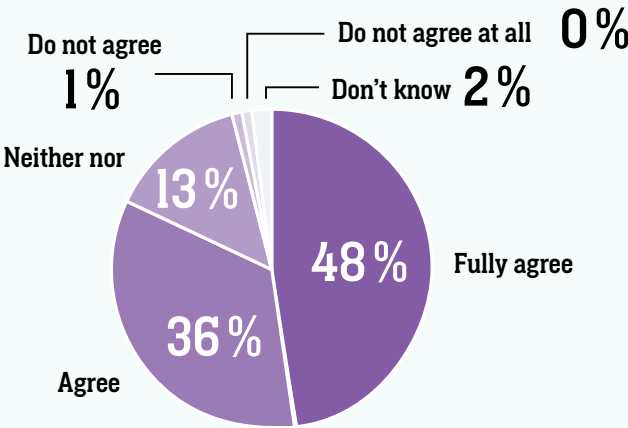
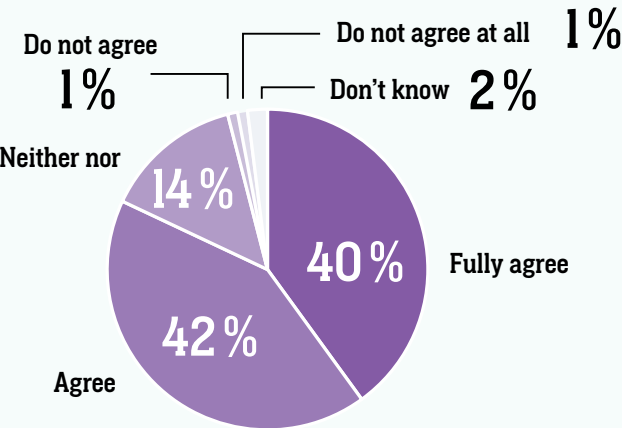
2024



I have gained increased knowledge of the underlying causes of the environmental crisis thanks to the meeting place.

2023

2024



# Four Areas of Sustainability Reporting

Fryshuset's sustainability work is reported in these four areas:

- Environment
- Social conditions and staff
- Human rights
- Counteracting corruption

Fryshuset's sustainability work takes place in these areas both externally, within its operations, and internally, as an enabling factor.





# Environment

A sustainable environment is a prerequisite for young people to have a good future, and environmental issues are becoming increasingly important for young people. Within Fryshuset's long-term goals and the focus area of development, supporting young people's environmental engagement is included.

Environmental and climate issues are complex, and Fryshuset does not assume the role of expert. In this complex context, there is a risk that young people's concerns may be either amplified or diminished. One way for Fryshuset to manage this risk is to promote critical thinking and the acquisition of knowledge, to provide tools that enable understanding and foster hope for a sustainable future, as well as to offer support to those who wish to influence and engage.

This also entails building operations that are environmentally smart and where young people's contributions form part of the solution. During the year, efforts have continued to create conditions, develop infrastructure and competence to support young people's climate engagement.

Social security is required to increase engagement in climate and environmental issues. Efforts within social sustainability and human rights will, in the long

term, also have effects in the environmental field, as it is necessary that basic needs, such as food and security, are met before environmental engagement can be prioritised. When people live in socio-economic vulnerability and constantly have to deal with economic and social challenges, climate issues are relegated far down the list of priorities.

Fryshuset's activities aim to reduce social risk factors and increase the sense of participation, in order to give young people the opportunity to engage and influence, for example, in climate issues.

Fryshuset aims to strengthen its efforts and allocate more resources to overall sustainability work in the coming years. The sustainability work will generate environmental, social, and economic savings, both for the organisation and for the wider community.

As part of Fryshuset's ongoing sustainability efforts, in 2024 a calculation of the organisation's total climate impact was initiated in accordance with the Greenhouse Gas Protocol\*.

During the year, Fryshuset has prepared to produce annual reports for each Fryshuset location, each school, as well as a report on Fryshuset's total operations. The preparations have, among other things, identified significant development opportunities that will positively affect Fryshuset's results, environmentally, socially, and economically.

Examples of measures include further developing work on policy and procedures for the procurement of goods and travel in 2025, as well as references to companies and partnerships that adhere to Fryshuset's core values, social, and environmental goals.

\* The Greenhouse Gas Protocol is a global standard used to facilitate organisations' reporting of greenhouse gas emissions.



### Fryshuset's Identified Sources of Emissions:

- IT (workplace, infrastructure, applications/digital tools)
- Commuting (business travel, travel for target groups)
- Students (school meals, travel/commuting, IT)
- Operation of meeting places (energy)
- Procured goods
- Capital goods (property)
- Investments (pension allocations)

### Lead Teacher Role with a Focus on Sustainability

Fryshuset Upper Secondary School has a lead teacher role with a focus on sustainability.

Teachers should have the resources and knowledge required to deliver high-quality teaching related to sustainable development, the global goals, and climate change. This assignment includes supporting a sustainability project with students linked to the school restaurant. For two weeks during spring 2024, the school restaurant served sustainable menus developed by students in the social sciences programme. In the project, students were able to connect practice and theory concerning sustainability and should also be able to communicate how their menu affects our environment, both socially and ecologically.

All teachers at Fryshuset have participated in a workshop on climate change. The workshop lasts three hours and provides a scientific background to climate change, as well as what needs to be done to halt warming.

Eighteen teachers have chosen to undertake training to be able to conduct climate workshops themselves. During the autumn term, teachers in the arts programme have disseminated climate knowledge to all first- and third-year students in the programme.

### Consumption and Recycling

Fryshuset works continuously to minimise the environmental impact of its operations. The environmental plan covers areas such as energy consumption, use of chemicals, carbon dioxide emissions, and recycling. The goal is to gradually reduce energy consumption, avoid non-environmentally friendly chemicals, and reduce carbon dioxide emissions.

In 2024, work has been carried out on a new digital maintenance plan, which has been implemented for the property in Hammarby Sjöstad. The plan enables more efficient management of equipment and focuses on continuously replacing equipment with more

energy-efficient alternatives. Consideration is also being given to implementing a new energy analysis system to provide a better overview and history of the consumption of various energy sources, such as water, electricity, heating, and cooling.

Work to replace older fixtures with LED lighting has continued during the year. These new LED fixtures use 70–80% less energy compared to previous models and have twice the lifespan. This change contributes to both significant energy savings and reduced environmental impact.

Furthermore, in 2025, an upgrade is planned for a cooling machine that currently uses a non-environmentally friendly refrigerant. The upgraded cooling machine will meet modern environmental requirements and further reduce the climate impact of operations.

Through these measures, Fryshuset continues to take responsibility for the environment and create long-term sustainable solutions.

### Electricity Consumption in MWh

2024	2023	2022	2021	2020
1,706	1,704	1,642	1,711	1,589

### Heating via District Heating in MWh

2024	2023	2022	2021	2020
1,250	1,151	987	1,147	955

Fryshuset works to recycle or reuse 80% of all waste, refuse, and demolition material. With the help of the current supplier, 97.5% of all waste was recycled in 2024, which gratifyingly exceeds the target. Fryshuset strives to ensure that only environmentally friendly chemicals are used, and the assessment is that 90% of the products used are environmentally approved.

Fryshuset's activities are geographically dispersed, and the travel policy includes considering alternatives to physical meetings in order to minimise climate impact from travel. A goal regarding the distribution between train and air travel is that at least 70% of journeys should be by train.

For the year 2024, the proportion of train journeys was 82% compared to air travel, according to statistics from Fryshuset's travel supplier.



## Risks in the Area of the Environment

Identified risk area	Description of potential risk	How we manage identified risks
Our competence in the environmental field	<p>Awareness and engagement in environmental issues are necessary and are also a prerequisite for continued trust among Fryshuset's target group and partners.</p> <p>We perceive a risk in this complex context that young people's concerns may either be amplified or downplayed.</p> <p>A lack of knowledge and awareness regarding the resources consumed in conducting operations can lead to inefficient resource use and limited opportunities to influence outcomes.</p> <p>Limited financial resources to conduct environmental work to the extent we desire.</p>	<p>We promote critical thinking and knowledge acquisition.</p> <p>We conduct projects that support young people's environmental and climate engagement, like Planet One.</p> <p>We contribute to reducing social risk factors and increase the sense of participation among the target group.</p> <p>We create favourable conditions for understanding and foster hope for a sustainable future.</p> <p>We do not assume the role of experts. We work in partnership and collaborate with expert organisations.</p> <p>We participate in current training in sustainability issues, follow EU regulations on climate and the environment, etc.</p> <p>We have teams with key functions within the organisation to influence and implement sustainability issues.</p> <p>We work to ensure that the organisation Fryshuset conserves global resources and has the least possible impact.</p> <p>We create conditions by building an infrastructure that increases awareness, knowledge, and engagement.</p> <p>We strive to ensure that young people acquire sound knowledge in global sustainability issues, both through work on global identity within our schools and in other activities.</p>



# Social Conditions and Personnel

Fryshuset's vision and work are about giving young people the opportunity to change the world through their passions. The activities work with social impact from a social perspective, to promote social sustainability.

It is important for the organisation that internal work as an employer is in harmony with external measures and positions. Fryshuset's most important resource for achieving the vision is its employees and participants.

Fryshuset's policies in this area are:

- Code of conduct
- Work environment policy
- Policy on equal treatment
- Recruitment policy
- Alcohol and drug policy

## Knowledge Dissemination

Fryshuset is a knowledge organisation, which, anchored in the organisation's core values, actively disseminates knowledge to more societal actors with the aim of strengthening young people's opportunities. Fryshuset assumes different roles depending on need; employees may contribute a strategic perspective as consultants/advisors, facilitators, competence enhancers, supervisors, and/or operational implementers of activities on behalf of stakeholders or partners.

## Attracting and Developing Competence

Attracting, retaining, and developing employees with the right competence is a decisive success factor for Fryshuset in its work with young people. Fryshuset's digital learning platform, Akademin, constitutes the hub for all employees' competence development. Akademin contains a course catalogue where employees, based on their role and assignment, can choose and be assigned specific training according to needs and interests.

In addition to competence development of existing staff, recruitment is an important process to ensure that Fryshuset's activities are relevant to the needs of

the target group of young people. The composition of Fryshuset's employees should enable the creation of relationships with many different target groups among young people; for example, geographically, socio-economically, and based on interests. A key aspect is recruiting employees from the target group of young people, or those who are otherwise close to the target group.

Fryshuset places great value on competence acquired through experience and therefore uses the following definition of competence: The ability and willingness to perform a task by using knowledge and skills.







Fryshuset plans and implements competence development at several levels within the organisation, based on annual development discussions and individual development plans, as well as employee surveys and the overall needs and goals of the organisation. At the same time, Akademin conducts an analysis of the needs for the entire organisation. The work to develop and improve internal competence increases the opportunities for employees to take on new assignments and roles within Fryshuset, and thus becomes an important strategic issue.

A good introduction is crucial for a new employee; both for how well the employee adapts to work tasks, as well as to the work group and organisation. The introduction has a major impact on the ongoing relationship between employer and employee, not only in terms of productivity, efficiency, and the perception of an attractive workplace, but also regarding the development of the individual employee. Fryshuset has developed several support documents for a successful introduction and has conducted joint digital meetings for new employees, aimed at providing a deeper understanding of the organisation in terms of its history, core values, vision and approach, internal structure, roles, and common denominators

### Leadership at Fryshuset

Fryshuset's view of leadership is rooted in the organisation's core values and a positive view of humanity.

Leaders at Fryshuset believe that people, given the right conditions, wish to contribute and do their best.

Based on these core values, it is clear that the democratic leadership style\* represents how leaders at Fryshuset operate. Leaders at Fryshuset are active and clear in their leadership role and use all available competence to make a difference for young people. Fryshuset's leadership aims to strengthen self-leadership and the desire for development and learning. The prerequisites for self-leadership are trust, participation, clear goals and expectations, as well as self-awareness. Therefore, Fryshuset's leaders operate through dialogue, follow-up, reflection, and feedback.

\*Kurt Lewin's research on leadership styles; democratic, authoritarian, or "laissez-faire" (passive leader).

### **Fryshuset's Leadership: We Clarify Direction, Goals, and Purpose**

- We connect vision and core values with everyday work.
- We disseminate knowledge about our organisation and how our work contributes to the whole.
- We formulate and jointly follow up on assignments and goals for our operations.
- We clarify expectations and continuously follow up on goals for employees throughout the year.

...because engagement is fostered when we understand how our work creates value and we gain strength when we share a common direction. When the framework is clear, we can all take responsibility and be creative within it.

### **We Believe in the Power of Participation and Working Together**

- We anchor, inform, and remain accessible. We communicate what we know and what we do not know.
- We enable participation through structure, planning, and productive meetings.
- We are inclusive and listen to different perspectives.
- We make decisions together to a large extent, although the manager is always responsible for decisions and for ensuring that decisions are made.

...för att när vi använder varandras kompetens, styrkor och olikheter får vi fram de bästa idéerna. Utveckling sker inte isolerat, utan i sammanhang.

### **We Provide Encouragement, Trust, and Responsibility**

- We delegate responsibility and authority, and follow up against goals.
- We provide feedback and highlight positive behaviours and efforts.
- We use a coaching approach and reflection.
- We are open about our mistakes, seek feedback, and view it as a step towards learning.

...because this strengthens competence and self-leadership, and increases our engagement. Through feedback and reflection, we enable learning and develop both ourselves and our operations.

### **We Lead Sustainably with Responsiveness and Care**

- We strengthen a culture that values recovery.
- We provide support and presence. We ask questions and we listen.
- We discuss conditions and remove obstacles.
- We take responsibility when things do not work, with warmth and commitment to the operation and employees.

...because trust is built when we feel that others care about us. We need this to feel well and perform well. When we feel trust, we are open and can both listen and share. This creates good conditions for cooperation and sustainable operations.

## **Sustainable Working Life**

Fryshuset works to create conditions for all employees to experience job satisfaction, a sense of community, professional pride, and opportunities for learning and competence development. Fryshuset maintains active work environment management, integrated with other operational matters and close to employees. Every employee is given the opportunity to participate and have influence over the design of their own work situation, as well as in change and development work relating to their own duties. In this way, ill health is prevented, and the conditions are created for stimulating and developmental work.





## Employee Survey

Fryshuset's annual employee survey was not conducted in 2024. This was due to the results in recent years having shown too similar outcomes and the survey format only providing a snapshot. The process is being reviewed to provide more usable results for future development. In 2025, Fryshuset plans to implement a new HR system, which will affect the tools for employee surveys.

Work within employee engagement needs to be more proactive and less reactive, and the following measures to strengthen this have been carried out during 2024:

- Leadership development for more sustainable, active, and closer leadership and employee engagement
- Role descriptions within the Staff Agreement have been clarified
- The distinction between supervision and management, as well as work distribution, has been clarified in role descriptions and structural documents
- Mapping and analysis of suppliers linked to the HR area

## Other Initiatives Undertaken in 2024

- Health encouragement – to highlight and offer various health activities. For example, Tabata, basketball training, and running groups have been started at local Fryshuset centres
- Collaboration with fitness and wellness companies for more favourable agreements
- Collaboration with bicycle companies, where permanent employees have the opportunity to sign up for a benefit bicycle
- Participation in training events and health challenges

In 2024, Fryshuset continued to implement the structural journey intended to clarify where decisions are made, which forums exist, and who participates, to make it clearer where and how each employee can be involved and influence.

During 2024, the partnership approach continued to be discussed and implemented, including within the school organisation. The boundary between who has which responsibility is not always clear in a matrix organisation. The purpose of partnership is for different perspectives, the national/long-term and the local/here and now, to enrich each other and create learning within the organisation, as well as to avoid ambiguities and conflicts where responsibility is shared.



The managerial role has been clarified. The role is very important for delegating work, so that employees can make well-founded decisions in operations, as well as experience the collective effort towards set goals and contribute to the whole. An extensive seven-step leadership development programme has been carried out to strengthen managers and leaders in the working methods and approaches that Fryshuset has and wishes to have, as well as to provide opportunities for participants to exchange experiences.

## Focus on Work Environment – Safety and Security

In 2024, Fryshuset maintained a continued focus on strengthening work environment management within the organisation. Fryshuset has worked for increased collaboration nationally, regionally, and locally, as well as clarified roles and areas of responsibility between Fryshuset locations and operational areas.

Ongoing work has taken place to clarify, communicate, and anchor the flow of the organisation's systematic work environment management (SAM). For example, a review of routines regarding incident management and reporting. In 2024, Fryshuset established a common national structure.

Among other things, an initiative was undertaken to develop a national structure for work on safety and security together with an external consultant.

A decision has been made to introduce a digital application for alarms in critical and urgent incidents throughout the organisation. The decision was preceded by a test period carried out in parts of Fryshuset. The purpose is to strengthen communication and crisis management in the event of more serious incidents.

## Sickness Absence

In the regular systematic work environment management, and through special initiatives in the work environment, the aim is to maintain a reasonable level of sickness absence. Fryshuset has policies and governance documents that help support a sustainable and secure working life.

### Sickness absence as a percentage of scheduled working time

	2024	2023	2022	2021	2020
<b>Total</b>	3.8	4.3	4.5*	5.8	4.3

\*Based on 11 months. November 2022 – data/software error, so this month was excluded from the calculation.

## Terms of Employment

All staff at Fryshuset are covered by collective agreements. Fryshuset has collective agreements with Unionen, Akademikerförbunden, Sveriges skollärare, Sveriges lärare, Vision, and Kommunal through the employers' organisation Fremia.

## Gender Distribution 2024

(based on the number of unique individuals, all employees)

	Women	Men
<b>All staff</b>	60 %	40 %
<b>Direction Forum</b>	71 %	29 %
<b>Board</b>	56 %	44 %

## Average Age of All Employees, During the Year

2024	2023	2022	2021	2020
39	38	37	37	32

Comment: The average age is noticeably higher for 2021 compared to 2020 and 2019. One possible explanation for the higher average age is that the scope of youth-driven activities has been smaller. Another explanation is also that Fryshuset has changed the system for collecting statistical data.

From 2021 onwards, only actual transactions are counted in the statistics, as opposed to previously when employments with open end dates (hourly employees) were counted regardless of the number of occasions worked during the year.

Of the total time worked, the distribution between permanent and fixed-term employment is as follows:

	2024 FTE	2023 FTE	2022 FTE	2021 FTE dec.	2020 FTE
<b>Permanent employment</b>	76 %	78 %	79 %	79 %	80 %
<b>Fixed-term employment</b>	24 %	22 %	21 %	21 %	20 %

\*FTE=Full Time Employment

Comment: For 2021, only the outcome for December is reported due to a handling error in the statistical setup. The error has been rectified.

It is important to retain and develop competence among Fryshuset's employees, and employment is mainly in the form of permanent contracts. The relatively high proportion of fixed-term contracts is explained by the ambition to employ young people for temporary assignments as part of creating work experience.

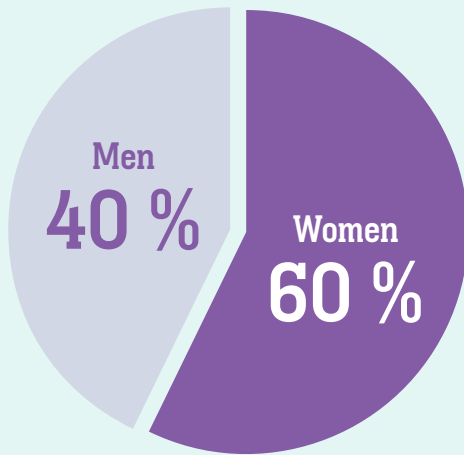
## Number of Employees Working on an Hourly Wage, Average per Month

	2024	2023	2022	2021
<b>Total</b>	161	188	209	189
<b>of whom men</b>	69	86	100	88
<b>of whom women</b>	92	102	109	101

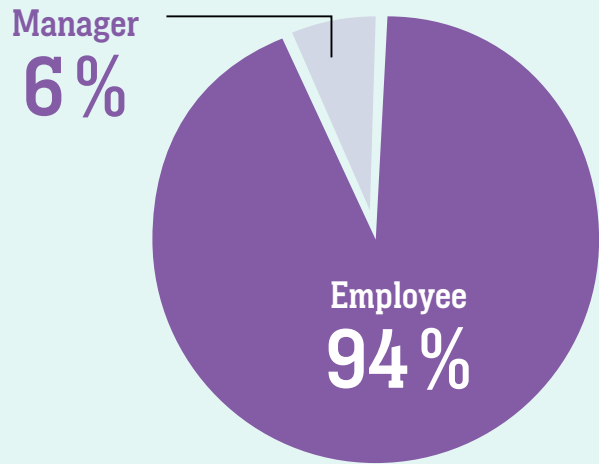
Fryshuset will continue to give young people the opportunity to obtain their first job within Fryshuset or with external actors in collaboration. This often occurs through shorter fixed-term contracts in connection with holiday work, projects, or ongoing activities. The ambition is for young people, regardless of background, to gain a foothold in the regular labour market and achieve sustainable self-sufficiency.



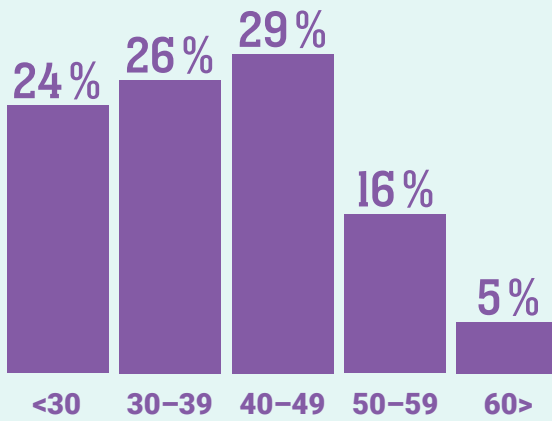
## GENDER



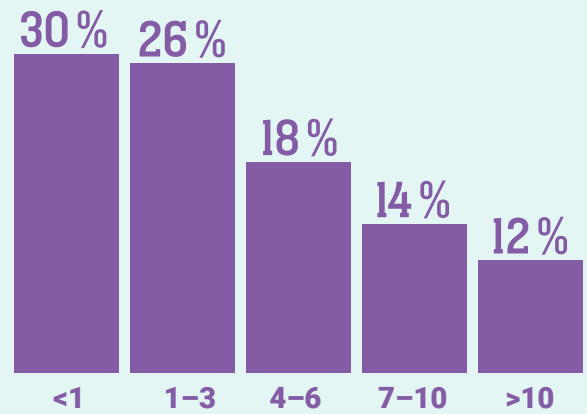
## MANAGER/EMPLOYEE



## AGE GROUP



## YEARS OF EMPLOYMENT





## Equal Rights – Equal Opportunities

Fryshuset's policy "*Equal Rights – Equal Opportunities*" takes a clear stand against all forms of discrimination, harassment, or other negative treatment on the grounds of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation, or age. Equality, accessibility, and equal treatment are important areas to work on both within organisations and collectively in society. This is part of the solution to the challenge of increasing mobility in the labour market and thereby ensuring the supply of competence in society. Fryshuset's recruitment process is based on competencies, which reduces the risk of incorrect assumptions and prejudices influencing decisions.

Fryshuset had no cases of sexual harassment concerning employees reported to Fryshuset's HR department in 2024. Violations are handled according to internal procedures that follow the recommendations of the Swedish Work Environment Authority. Fryshuset's values-driven work means that these issues are always ongoing. The employee survey includes questions about abusive treatment. An annual salary survey is conducted to examine pay differences between women and men.

## Values Work 2024

The purpose of continued values work is to strengthen leadership as a central bearer of Fryshuset's values and to more clearly integrate the core values into Fryshuset's structural work and long-term goals.

Cultural development during the year has focused on getting to know Fryshuset's values further, with a focus on translating values into practical action.

Four approaches were developed in 2023: Love, Courage, Will, and Responsibility.

These approaches are intended to promote Fryshuset's culture and help employees with direction and attitude to live by the core values in their everyday work – in encounters with each other, the target group, and colleagues.

These approaches have formed the basis for the leadership development programmes carried out in 2024.

# Love

# Courage

# Will

# Responsibility



## Risks in the Area of Social Conditions and Personnel

<p><b>Identified risk area</b></p> <p>Skills provision.</p>	<p><b>Description of possible risk</b></p> <p>It is crucial for Fryshuset to remain relevant to the needs of young people. It is important that we are able to recruit and train young leaders. We see a risk in not being able to attract new young employees.</p>	<p><b>How we manage identified risks</b></p> <p>We have identified this risk and recruitment of young leaders is one of our focus areas within our strategic objectives.</p> <p>Through Fryshuset's digital learning platform, Akademin, we secure future skills provision.</p> <p>We prevent ill health by creating the conditions for stimulating and developmental work.</p> <p>Employees participate and have influence over their own work situation as well as in change and development work relating to their own duties.</p> <p>We have collective agreements and good cooperation with trade unions.</p> <p>Through financial management, we encourage those who recruit young people under 30 years of age by means of lower internal costs. Each operation focuses on young people in its operational planning.</p> <p>We recruit from the target group.</p>
<p><b>Identified risk area</b></p> <p>Skills provision.</p>	<p><b>Description of possible risk</b></p> <p>The ability to retain and develop existing employees.</p>	<p><b>How we manage identified risks</b></p> <p>We have identified areas that strengthen community and work culture and we drive work with in these areas, such as strategic competence development and values-based work.</p> <p>Ongoing work with employee appraisals, competence development plans, leadership development, work environment, and salary surveys.</p> <p>Restructured the organisation's management forum to broaden perspectives and increase transparency within Fryshuset.</p> <p>Refined the induction process and developed new support documents for managers and buddies to use, with the aim of ensuring a good introduction for our new employees.</p>

**Identified risk area**

Increased threats and violence in society.

**Description of possible risk**

We have employees who work in vulnerable environments.

We have assignments and meeting places located in particularly vulnerable areas where crime, hatred, and threats may be present for both the target group and employees. Safety and security are prerequisites for being able to conduct the activities that the target group requires.

**How we manage identified risks**

We always prioritise employees' lives over physical assets, reputation, and brand.

Regular risk assessments combined with relevant risk reduction are part of our routines, which include, for example, planning of activities, travel, events, and local security plans.

We strive to reduce risk by building good relationships with local communities/target groups and relevant stakeholders, thereby achieving acceptance and consent for our presence and work.

Policy regarding security risk management in relation to threats and violence.

Methods for preventing threats and violence as well as conflict resolution.

We provide training and exercises, for example in mediation, conflict management, and mentorship.

Extended recruitment procedures focused on social competence to be able to work in vulnerable environments.

Incident reporting.

**Identified risk area**

Intolerance, xenophobia, and segregation in the labour market and recruitment.

**Description of possible risk**

Young people perceive segregation in the labour market, such as appearance, ethnicity, and place of residence affecting the chances of getting a job.

There are many prejudices in the form of stereotypes and society lacks knowledge and awareness about limiting norms.

The outside world has low expectations of vulnerable groups and people living in disadvantaged areas.

Exclusive workplaces with unequal pay.

**How we manage identified risks**

We provide education and collaborate to promote inclusion, increase acceptance and openness.

We create meetings where prejudices and stereotypes are questioned and/or dismantled.

We constantly seek new knowledge to develop competence-based recruitment and thereby increase diversity.

We drive development work on the theme of changing norms. The work includes, among other things, sustainable recruitment and inclusive communication.



# Human Rights

## Fryshuset's Core Values

The core values are our most important compass and represent the power to act that arises when passions, perspectives, knowledge, and generations unite under one roof. Our work is based on love and a belief in humanity. We always work for something – never against. With a strong conviction that when we channel energy in the right direction, all people, with the support of positive environments and fellow human beings, can rise and move forward.

- We build trust and relationships. We develop positive environments for young people where the desire to participate and shared passions bridge differences and create motivation and hope for the future. We provide encouragement, trust, and responsibility so that young people can grow and take control of their own lives.
- We listen to what is happening in society and adapt quickly. We act with courage in what is new and unknown. We see opportunities and dare to create change where others often see problems.
- We are here for all young people and focus especially on those who live, or risk ending up, outside society. Here, the door is always open – we believe that everyone can succeed with the right conditions and that everyone deserves a chance.
- We start from the individual's needs. We are here for anyone who, regardless of background, wants to engage and develop.

Fryshuset's core values are deeply rooted in the organisation and began to grow as an unspoken code of conduct for how people with different values, from various youth cultures, environments, and backgrounds could unite under one roof. Fryshuset's core values represent the power to act that exists throughout the organisation and the strong conviction that all energy is positive, provided there are the right conditions to channel it correctly.

Fryshuset does not differentiate between people regardless of grounds for discrimination, political opinion, property, or status otherwise. Fryshuset creates pathways for human rights to be more widely observed. The work is carried out in practice through local initiatives in the environments where young people are found. Fryshuset's local initiatives include:

- Providing information and knowledge to make people aware of their rights.
- Building good relationships with young people through local preventive work.
- Striving for dialogue and involving people who are seldom included in decisions that affect them.
- Creating conditions and initiatives based on the experiences of vulnerable groups and their proposed solutions.

Fryshuset's work is based on young people's perspectives and realities, issues that affect their lives every day. All young people should be given the conditions to grow and thrive, to access good education, to gain increased knowledge of societal functions, and to feel and be able to be an important part of building society together. Fryshuset advocates for the interests and perspectives of children and young people to permeate social development and for them to participate in decisions that affect them.





Among the most important parts of the mission is the belief in people and that everyone deserves a chance. It is not people who should be judged, but their actions. Everyone can succeed with the right conditions. Fryshuset creates inclusive environments and meetings where young people want to participate, develop, and contribute, are given guidance and support, hope, and belief in the future.

Within Fryshuset, there are activities that work daily to counteract racism, xenophobia, and violence by offering community and activities.

### Creating a Culture of Trust

A shared, stable social contract is important, but society and its citizens have changed, and therefore the social contract needs to be adjusted. The current contract was designed for a culturally, socio-economically, and ethnically relatively homogeneous population, and so were the systems for maintaining the contract. Today, Sweden is a much more secular and individualised country with a significantly more heterogeneous population.

#### Fryshuset's Internal Governance:

- Fryshuset's Core Values
- Policy for Equal Opportunities and Equal Rights
- Fryshuset's Mission Statement
- Leading at Fryshuset
- Policy documents within Giva's Quality Code
- Code of Conduct
- The Fryshuset Way
- Children's Rights Policy

At the same time, over the past 30 years, Sweden has experienced rapidly increasing income inequalities. These three trends—individualisation, a more heterogeneous population, and increased income gaps—combined with an increasingly instrumental public administration, mean that the social contract in its current form no longer functions adequately.

**“We are all co-creators of tomorrow’s adults. Therefore, we in society and in schools must compensate for those children and young people who lack loving and close adults to guide them”**

**EMERICH ROTH, AUTHOR, SOCIAL WORKER,  
AND HOLOCAUST SURVIVOR**

Trust appears to be diminishing, and there are significant rifts in the welfare system that is often taken for granted. During the last century, the foundation was laid for the social contract by which we in Sweden live today, and which has existed as Sweden has become one of the world's most equal and inclusive societies. This developed in a context characterised by a great diversity of collective constellations and organisations, which have woven together a social contract marked by a high degree of trust between citizens—a trust that may be Sweden's greatest strength.

Popular movements such as the revivalist movement, the labour movement, the temperance movement, the women's movement, the sports movement, the

nature conservation movement, and many others, mobilised large parts of Sweden's population. This is how Sweden developed into what is today the world's most association-dense country, with over 50% of the population engaged in voluntary activities. Today, this and all new forms of collective associations created outside the public and private sectors are called civil society, of which Fryshuset is one of many actors.

The social contract developed into a complex web of explicit and implicit agreements between and within the various sectors, a strong fabric that created stability and strength. The social contract that was created appears to have functioned well, as Sweden has also become one of the world's highest-ranked countries in a number of areas, for example in terms of standard of living.

What can be done now so that civil society can play a greater role in strengthening and updating trust and confidence? What can be changed so that the social contract that made Sweden one of the world's most equal countries for similar people, also makes Sweden the world's most equal country for different people?

Polarisation, segregation, and the sense of social exclusion are real problems, as is geographical inequality in economy and health. The view of association life is becoming increasingly politicised, and some activities risk losing their support.

There are no signs that this trend is changing, regardless of political orientation. The idea of what the Swedish welfare state, "the People's Home", the "Swedish model", or whatever one wishes to call it, no longer seems to reflect the reality we all live in. The basic conditions have changed, and for a shared, stable social contract to become relevant again, it needs to be adjusted to the new conditions.

**"Trust is built through mutual trust, not one-sided control."**

**JOHAN OLJEQVIST, FRYSHUSET CEO**

One reason for the increased polarisation in society may, among other things, be due to a shift in the view of how public administration should be exercised. It will be difficult to reduce segregation, achieve safer cities, or sustainable development based on today's political worldview.

The starting point comes from a way of leading and developing a society that was built from the ground up with trust and participation, but which is increasingly

governed by control systems and governance, such as New Public Management in top-down models, change the situation. The complex social fabric that has helped us for so long is being transformed, but at the same time is sometimes so complex that it inhibits the inclusion of the new, heterogeneous Sweden.

Today, Sweden is a country full of diversity. To strengthen the social contract, new thinking is needed about how Sweden's structures and systems relate to individuals who in some way wish to organise themselves, regardless of the cause. Trust is built through mutual confidence, not one-sided control. The social contract is already being renegotiated, but civil society is not in the room. If it is to be as successful as last time, diversity must be included. Civil society is the way forward.

### **Increased Polarisation in Society**

Fryshuset sees and experiences the consequences of increased polarisation, where different groups are set against each other and focus is on differences and distance instead of solutions and consensus. Polarisation is manifested both geographically, ethnically, and economically: between city and rural areas, people of foreign origin and ethnic Swedes, those with fewer resources and those with greater assets.

Fryshuset experiences an increased acceptance of discriminatory expressions and a normalisation of extreme views. For several years, the climate of debate and discussion has become harsher regarding vulnerable groups.





Fryshuset has 40 years of practical experience in working with the inclusion of young people and with pluralism and coexistence. Fryshuset works in parallel with broad preventive work and with concrete interventions for individuals who have ended up in violent extremist environments. Advocacy and dialogue in these areas is a constant endeavour for the organisation.

### Threats and Violence in Society

For many years, Fryshuset has experienced increased violence and threats among young people, primarily in socio-economically disadvantaged areas.

Fryshuset works actively with individuals who in various ways are exposed to and affected by violence and threats. The work involves meeting, listening, and providing support to create change among those who live with these problems and who risk falling outside the protection of society or into radicalised ideologies and environments.

Socio-economic conditions such as difficult childhood circumstances, residential segregation, high unemployment, and poor school results are crucially linked to crime, increased violence, and threats. Fryshuset sees a need for policies that protect and safeguard young people from falling into violence and destructiveness. Violence affects us all, in one way or another. It affects some of us directly, some of us by making us feel

unsafe, and ultimately all of us by driving us towards a more polarised, closed, and intolerant society.

Current efforts force actors into more and more management of symptoms that have already arisen, something that Fryshuset believes should be the exception, as reactive efforts are much more costly for society and all involved than proactive ones.

**“Fryshuset works actively with individuals who in various ways are exposed to and affected by violence and threats.”**

If, instead, schools, the voluntary sector, leisure activities, and others were given real opportunities to work more long-term with preventive measures, the symptoms created by an unequal and polarised society could largely be mitigated, and to this end that children and young people in Swedish communities do not shoot each other.



## Children and Young People in Criminal Environments

In 2023, the Swedish National Council for Crime Prevention (BRÅ) released its report *Children and Young People in Criminal Networks*. The report shows that children are currently being recruited into criminal networks, and that this process can occur rapidly. The recommendations made by BRÅ are to swiftly implement measures involving outreach activities where young people are present, support for relatives and adults in the child's immediate environment, and to provide the child with alternative positive contexts. The report also indicates that deprivation of liberty, compulsory care, and incarceration within the National Board of Institutional Care (SiS) or prison increase the children's criminal identity and continued criminality.

Fryshuset has identified a growing and urgent need for a responsive operation to address children in criminal gangs. That is, an operation that can quickly be present and available for children and young people, with working methods that engage, create motivation, and foster positive contexts.

**“Fryshuset has identified a growing and urgent need for a responsive operation to address children in criminal gangs.”**

### **180 Grader (180 Degrees) – Targeted work to secure local communities and support children and young people to leave criminal environments**

In 2024, Fryshuset launched 180 Grader – an operation that acts swiftly and appropriately with activities and measures to support vulnerable children and young people who are already in, or at risk of entering, criminality.

In collaboration with several stakeholders, negative developments are to be curbed and children's participation in criminal environments and deadly violence reduced.

The objectives within 180 Grader are to:

- Reduce the active participation of children and young people in criminal gangs.
- Increase protective factors and resilience for individual children through individually tailored interventions.
- Provide tools and support to those around the child, such as relatives, friends, and professionals.



The objectives are fulfilled by engaging with children and young people in the following ways:

- Outreach work in local areas, at remand centres, SiS homes, and in places where young people are found.
- Individual and direct support to children who are in or at risk of entering a criminal environment, or where there is a risk of relapse.
- Coordination of interventions and practical support to children and relatives to obtain appropriate assistance from local actors, such as social services.
- Support to the child's guardians, family, and positive social networks, including the child's friends.
- A contact telephone for young people, guardians, and relatives, with the purpose of providing support and facilitating meetings between at-risk children and their families.
- Support to professionals who need additional tools to work with the target group or wish to know what interventions and support are available and where.

## **Fryshuset's approach to polarising events\* in society affecting young people and/or employees**

\*Polarising events evoke strong emotions and create fears where a natural instinct is to react with black-and-white thinking, "us and them", "right and wrong", "good and evil", "good and bad".

### **Fryshuset shall be there for all young people!**

Fryshuset's work and stance are based on a set of core values that include every young person's right to develop, feel well, and feel safe – regardless of background. Fryshuset believes that those working with young people must adopt a thoroughly inclusive humanitarian approach and not sort or exclude people. Fryshuset builds trust and relationships that contribute to boundary-crossing encounters and dialogue, as opposed to a polarising trend that pits people against each other. Fryshuset seeks to help create opportunities for children and young people – not risk punishing or condemning anyone.

### **Förklaring till hur Fryshuset agerar och varför**

This means that Fryshuset must remain impartial in all communications. This is not the same as being neutral or passive. To be impartial is to choose to set aside one's judgments to promote a higher purpose. In Fryshuset's case, this is to ensure that above all, *all* children and young people feel welcome, included, seen, and heard. This means that the organisation builds relationships and enables positive development for all young people, even for those whom the rest of society turns its back on and closes the door to.

Fryshuset's approach in conflicts is aimed at promoting people coming together, finding common ground,

and overcoming divisions between "us and them", "for or against".

Therefore, Fryshuset chooses to speak *for* something rather than *against*. If Fryshuset were to take a stand against a particular nation, group, or movement, there is a risk of excluding young people who would then not feel welcome at Fryshuset. For this reason, Fryshuset as an organisation does not, for example, participate in demonstrations, petitions, or campaigns that are solely directed against something or have a partial sender that in turn may polarise or be interpreted as exclusionary.

Fryshuset expresses itself and takes a stand on issues that create space and opportunity to build alliances and peace between people, which benefits common societal development, for example for diversity, for peaceful solutions, for the right to love whomever one wishes, for human rights, for young people's climate engagement, etc.

Fryshuset wishes to be a voice that advocates and conveys positive change, as opposed to responding to and combating opinions and people through counterattacks and negative remarks.

Fryshuset's stance in conflicts is impartial and inclusive so that young people – regardless of background and opinion – experience that Fryshuset is there for them.

**"My work is based on a belief in humanity, not mistrust. This does not mean that I am naïve and believe everyone to be good, but I do believe that all people, in the right context, with the right stimulation and fellow human beings, can rise and move forward."**

**ANDERS CARLBERG, FOUNDER OF FRYSHUSET**



## Advocacy and Communication with the Wider Society

In 2024, the wars and conflicts ongoing in the world have affected young people in Sweden. Many have been deeply affected by what is happening, for example, in Israel, Palestine, and Lebanon. At the same time, Sweden's increasing spiral of violence, with serious crime leading to tragic and deadly consequences, has affected young people both directly and indirectly. In both of these areas, Fryshuset's expertise has been sought after by the media.

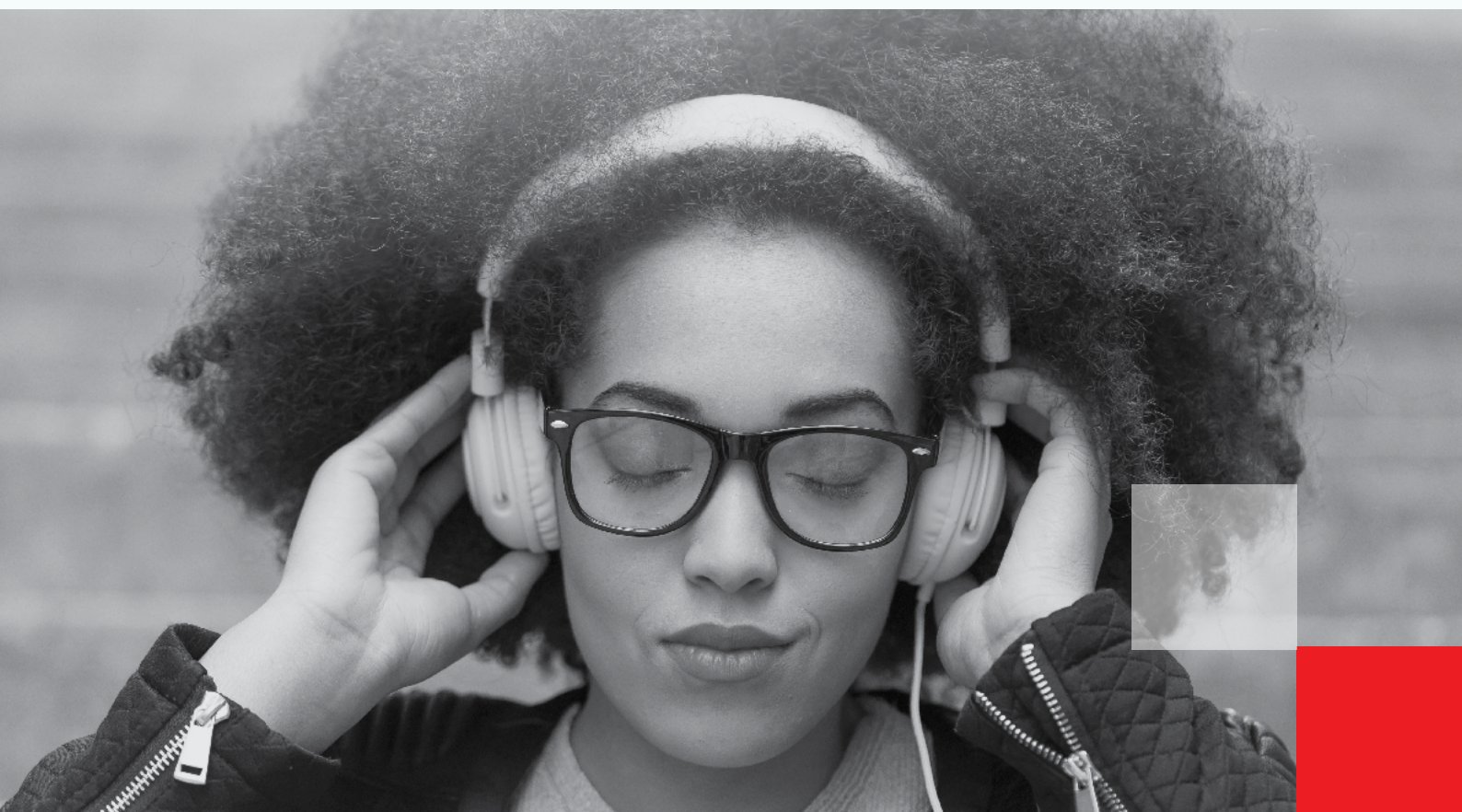
In the issue of young people in destructive environments, Fryshuset has highlighted the child's perspective and the need for a joint and long-term plan, supported by research and practical experience, and based on the premise that society must support and create opportunities for children.

### Fryshuset in the Media

- At the beginning of the year, the opinion piece "*How We Stop Gang Recruitment of Young People*" was published, which received wide circulation across the country. With the help of statistics from the Police, 21 different county versions of the article were produced and sent to local newspaper opinion desks. The articles were published in a total of 19 newspapers, with an estimated reach of 1,004,400 people.
- In June, the project *180 Grader (180 Degrees)* was launched with a major article in Svenska Dagbladet. The article provided an opportunity to talk about

Fryshuset's initiative to support young people under 20 who are in or at risk of entering criminality or destructive environments. After the launch, several media outlets contacted Fryshuset to find out more about the work within the operation.

- Due to the urgent issue of *Young People in Destructive Environments*, Fryshuset has participated in the media on approximately 60 occasions during 2024.
- The operation *Tillsammans för Sverige (Together for Sweden)* has frequently appeared in the media, often in connection with events in Israel and Palestine. Tillsammans för Sverige creates dialogue and understanding among young people from different religious, cultural, and socio-economic backgrounds with the aim of countering polarisation and conflict.
- In October, Fryshuset's project *Kvarteret (The Block)* was launched; a new youth block in Stockholm, with a major article in Dagens Nyheter. The article provided ample opportunity to talk about the operation and the work to create positive, safe meeting places for young people with different interests and backgrounds.
- Fryshuset has written several opinion pieces during the year, including: "*Use Civil Society as a Bridge Builder to Reach Young People*" (Socionomen), "*Abolishing the Inheritance Fund Harms Children and Young People*" (Aftonbladet), and "*The Government Should Follow Its Own Inquiry on Honour-Related Violence and Oppression*" (Sydsvenskan).



## Fryshuset at Almedalen

Almedalen Week is an important forum where Fryshuset focuses on challenges and solutions in areas significant for children and young people now and in their future.

Fryshuset was present during Almedalen Week 2024 to ensure that young people's voices were heard in political discussions, as well as to inform, engage, and influence in order to increase young people's hope for the future and confidence in society. As in previous years, Fryshuset was accompanied by young representatives from various parts of the country, each passionate about contributing in different areas to improve and develop society in a positive and sustainable direction.

## Fryshuset's events during Almedalen Week 2024:

- Hot Seat: On three occasions, Fryshuset's youth ambassadors posed questions to decision-makers in political parties, public authorities, and the cultural sector.
- Seminars: Three seminars with varying compositions of panel participants, such as ministers, politicians, experts, and representatives from public functions, authorities, municipalities, and civil society.

The topics were:

*How We Stop Gang Recruitment of Young People*

*Willingness to Defend and Hope for the Future – Civil Society as a Bridge Builder to Reach Young People in Exclusion*

*From Burden to Opportunity – How Do We Best Harness the Growing Interest in Motor Sports Among Young People?*





## This Year's Recipients of the Anders Carlberg Memorial Award

Fryshuset's founder, Anders Carlberg, inspired people to practise humanitarian courage, to believe in themselves, and to dare to grow even when no one else believed there was a chance of success. Anders Carlberg passed away in January 2013. The memorial award is intended to inspire actions in the spirit of Anders Carlberg and to show that everyone can make a difference in society.

At a ceremony on 13 November 2024, the award was presented in four categories: Influencer of the Year, Comeback of the Year, Young Role Model of the Year, and a Lifetime Achievement Honour.

The 2024 recipients are four strong and inspiring role models. They use their leadership to create change and justice, and they inspire young people to follow their dreams.

*Influencer of the Year* – Carin Götblad, for her tireless work to modernise the Swedish police and improve protection for the most vulnerable in society. Carin demonstrates strong commitment to preventive efforts for young people and investments in safety and justice. A role model for a just and inclusive society.

"As a police officer, I know how an engaged civil society, in step with the times, is a very important crime prevention factor."

– Carin Götblad, Police Commissioner at the National Operations Department (NOA)

*Comeback of the Year* – Zećira Mušović, through her journey from a family in flight to international football success, has inspired young people to follow their dreams. With her commitment to issues such as inclusion and resilience, she is a significant role model

for young people, particularly for women of foreign background.

"I am passionate about the next generation and about paving the way for them, so that their path is a little easier than mine was."

– Zećira Mušović, professional football goalkeeper

*Young Role Model of the Year* – Truls Möregårdh, for his impressive achievements as one of Sweden's leading table tennis players. He has not only achieved exceptional international success, but has also inspired a whole new generation of young people to start playing table tennis; an accessible sport open to all, regardless of background or place of residence.

"I know how important it is to have people around you who believe in what you want and what you do."

– Truls Möregårdh, table tennis player

*Lifetime Achievement Honour* – Gloria Ray Karlmark, for her lifelong struggle for justice and equality. As one of the courageous young people known as the "Little Rock Nine", Gloria defied violence and threats to integrate a segregated school in Arkansas in 1957, and thus became a symbol of civil courage and the civil rights movement. Her voice in public forums and tireless commitment to influencing young people, especially newcomers, make her a role model for human dignity and an icon in the fight against oppression.

"The abilities that children and young people possess should not be underestimated. It is our role as adults to provide them with good role models, and to be responsible and inspiring adults who give them support, knowledge, space, time, and resources."

– Gloria Ray Karlmark, civil rights activist, engineer, editor, writer, and lecturer





## Risks in the Area of Human Rights

### Identified risk area

Increased intolerance, xenophobia, and segregation.

### Description of possible risk

Fryshuset observes that polarisation leads to intolerance, xenophobia, and segregation.

Polarisation also leads to a greater acceptance of constructed parallel structures, i.e., designating groups of people who are excluded from our common society.

These societal tensions and conflicts reduce equality and increase discriminatory expressions and the normalisation of extreme opinions.

Fryshuset also sees that polarisation supports recruitment to violent extremism, radical ideologies, and criminal environments.

### How we manage identified risks

We create conditions for children and young people to influence their own life situation and society by supporting their ideas, creativity, and entrepreneurship.

We build trust and relationships that contribute to boundary-crossing encounters and dialogue.

We advocate to increase knowledge, understanding, and acceptance of young people's different needs and different circumstances.

We create respectful meetings between people, where the desire to participate and shared interests bridge divisions, differences, and increase understanding.

We provide education and collaborate to counter increased polarisation.

Fryshuset's stance in conflicts is impartial and inclusive so that young people – regardless of background and opinion – experience that Fryshuset is there for them.

Fryshuset expresses itself and takes a stand on issues that create space and opportunity to build alliances and peace between people, which benefits common societal development.

### Identified risk area

Changed situation of threats and violence among young people in society.

### Description of possible risk

Fryshuset observes increased serious violence in particularly vulnerable areas as a symptom of a society that does not function as it should, i.e., for everyone.

Young people experience that they are neither included, allowed to participate, nor feel safe in Sweden.

Fryshuset sees a strong correlation between constructed parallel structures and increased violence and threats among young people, such as recruitment into criminal environments, bombings, and shootings.

Segregation and social vulnerability are breeding grounds for serious crime.

Society's insufficient efforts to safeguard and protect children and young people.

More management of symptoms that have already arisen, as opposed to more long-term and proactive investments.

### How we manage identified risks

We work with proactive measures from an early age.

We work to provide young people with alternatives to destructive environments.

We create public opinion so that identified risks are given higher priority on the agenda.

We build good relationships with young people through local preventive work.

We have developed methods to increase young people's participation and influence in society.

We highlight young people's experiences and needs to those in power, decision-makers, and media who wish to create positive change in society and to inspire society to change its attitudes.

We meet, listen, and provide support to create change among those who live in these problems and who risk falling outside society's protection or into radicalised ideologies and environments.

We work with inclusion and contribute to the development of a society built from the ground up with trust and participation, pluralism, and coexistence.

# Combating Corruption

All operations are characterised by Fryshuset’s core values. Zero tolerance for irregularities is a self-evident part of Fryshuset’s Code of Conduct. The Code of Conduct applies to employees, volunteers, and the board, and describes the requirements for how individuals are to act when representing the organisation. Fryshuset has zero tolerance regarding irregularities and corruption.

Fryshuset has sound procedures to minimise the risk of irregularities and has a policy to counteract this (whistleblowing). Employees, members, volunteers, interns, trustees, and external stakeholders all have the right and opportunity to report irregularities. No cases of irregularities related to whistleblowing were found in 2024.

Since 2022, Fryshuset has had an agreement with an external party to receive potential whistleblowing reports, i.e., notifications concerning Fryshuset’s operations. Through this service, those wishing to provide information and engage in dialogue with an independent and autonomous party may do so without risk of conflicts of interest.

The policy regarding *ethics and the prevention of corruption* regulates approaches and routines concerning agreements and ethical guidelines, confidentiality, protection for whistleblowers, gifts and bribes, conflicts of interest, and the process for handling any violations.

## Risk in the Area of Combating Corruption

Identified risk area	Description of potential risk	How we manage identified risks
Occurrence of irregularities.	Reduced confidence in the organisation from young people, employees, funders, and other stakeholders.  Increased costs for the organisation.	Authorisation and delegation procedures.  Financial follow-up.  Clear regulations in policies.  External whistleblowing channel and follow-up of cases.  Secure routines within recruitment processes.





### Examples of Events During the Year

Below follows a selection of what Fryshuset's operations around the country have achieved during the past year.

#### Kvarteret (The Block)

At the end of September, the Exploitation Committee approved Fryshuset's land allocation agreement. This means that the City of Stockholm has transferred an adjacent undeveloped area of land to Fryshuset in Hammarby Sjöstad. This was a major and decisive step in realising Kvarteret Fryshuset.

Kvarteret Fryshuset will comprise an entirely new building, as well as the two existing ones. The new construction and some reallocation will make it possible to meet more young people's needs for Fryshuset's presence and initiatives, education, and positive leisure activities.

Kvarteret also makes it feasible to design new operations, collaborations, and partnerships that can broaden Fryshuset's offering, provide better conditions for long-term financing, and increase innovation for the entire organisation. The number of visits by the target group is planned to increase by up to 50% when the premises are expanded by 10,500 square metres.

Kvarteret Fryshuset will be financed through donations and loans. Construction is scheduled to start in August 2025, with the goal of completion by the start of the school year in August 2027.

### Expansion of School Activities

Fryshuset has expanded its existing school activities in Järva F-9 since 15 January 2024 with the unit Fryshuset Compulsory School Akalla.

The decision was taken both to offer the pupils of the former school continued schooling in their local area and to offer more children and young people places within Fryshuset's schools.

The background to the swift decision was that in November 2023, the Swedish Schools Inspectorate decided to revoke the permit for an independent school in Akalla to conduct school activities, thus closing the school already in December of the same year.

Fryshuset had long sought more suitable premises for the F-6 activities within Fryshuset Compulsory School Husby, and the opportunity arose to move and expand school operations in new premises. As part of the expansion, Fryshuset has newly recruited over 50 teachers and school staff. No one from the former school's management or ownership group has been employed within Fryshuset's compulsory schools.

#### Snö, Vind och Betong (Snow, Wind and Concrete) – enabling more young people to participate in sports

The project Snö, Vind och Betong aims to give more young people in Sweden opportunities to participate in sports.



The target group is young people aged 13–19, primarily in socio-economically and socio-culturally disadvantaged areas. That is, young people who face greater barriers to participation and contact with the sports movement, and whom the sports movement finds it harder to reach.

Fryshuset is implementing the project together with the Swedish Olympic Committee, the Swedish Sailing Federation, and the Swedish Ski Association. Fryshuset's role in the project is, as an expert and knowledge organisation, to develop and run the methods to be used to successfully reach the target group and conduct the activities over four years.

### **180 Grader (180 Degrees)**

In 2024, Fryshuset launched 180 Grader – an operation that acts quickly and appropriately with activities and measures, and which, in collaboration with several actors, aims to curb negative developments, reduce the recruitment of children into criminal environments, and deadly violence.

The objectives within 180 Grader are to:

- Reduce the active participation of children and young people in criminal gangs.
- Increase protective factors and resilience for individual children through individually tailored interventions.
- Provide tools and support to those around the child, such as relatives, friends, and professionals.

### **Special Events – Lovely Queer Days Youth Exchange**

The US Ambassador to Sweden, Erik Ramanathan, participated in an exclusive discussion on LGBTQ+ rights and diplomacy, as well as on bridging cultural differences.

### **Din Väg In (Your Way In)**

In 2024, Fryshuset, together with Netflix, launched the project Din Väg In. The project is aimed at young people aged 16 to 26 who want to learn more about, and take the step into, the film and television industry. The initiative aims to lower barriers and create a more diversified and inclusive film and television industry in Sweden.

Din Väg In has during the year organised events in Helsingborg, Malmö, and Stockholm, aimed at building bridges between young people and industry professionals for knowledge exchange and networking.

### **Fryshuset 40 Years**

In autumn 2024, it was 40 years since Anders Carlberg founded Fryshuset in 1984 with a vision to create a place where young people can grow, dream, and develop. The anniversary has been celebrated at all of Fryshuset's meeting places around the country and in digital channels. Under #fryshuset40, personal memories, events, and initiatives that are part of Fryshuset's history have been highlighted.



**Disclaimer:**

*This is a translation of the Swedish language original.*

*In the event of any differences between this translation and the Swedish language original, the latter shall prevail.*

## Auditor's report on the statutory sustainability report

To the Board of Directors of Stiftelsen Fryshuset, corporate identity number 802011-1582

---

### **Engagement and responsibility**

It is the board of directors who is responsible for the statutory sustainability report for the financial year 2024 on pages 31-61 and that it has been prepared in accordance with the Annual Accounts Act according to the prior wording that was in effect before 1 July 2024

### **The scope of the audit**

Our examination has been conducted in accordance with FAR's standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion

### **Opinion**

A statutory sustainability report has been prepared.

Stockholm, on the date indicated by our electronic signature

Christine Wikström,  
Authorized Public accountant  
Öhrlings PricewaterhouseCoopers AB

Jenny Grönvall Wigle,  
Lay Auditor

# Fryshuset's Annual Accounts 2024

"We must love our children  
beyond all reason,  
and also tell them so."

ANDERS CARLBERG, FOUNDER OF FRYSHUSET

**Disclaimer:**

*This document is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.*



# Trustees' Report

**FINANCIAL YEAR 2024** | 802011-1582

The Board of Directors and the Chief Executive Officer of Stiftelsen Fryshuset hereby submit the annual account for the financial year 2024.

The annual account is prepared in Swedish kronor, SEK. Unless otherwise stated, all amounts are reported in thousands of Swedish kronor (SEK thousand). Figures in parentheses refer to the previous year.

## Information about the Organisation

Stiftelsen Fryshuset (Fryshuset) is a non-profit foundation. The foundation, established in 1984, is under the supervision of the County Administrative Board. The foundation works with young people based on their own needs and passionate interests. The foundation's purpose is to run an activity centre for:

- Sports
- Music
- Education/school activities
- Project activities within various social areas and interest orientations
- The development of young people through good leadership

To fulfil the foundation's objectives and to create sound finances as well as provide services to

Fryshuset's visitors, the foundation may conduct commercial activities related to its purposes. The Board assesses that the foundation's objectives have been fulfilled in accordance with the statutes during the financial year.

The commercial activities conducted by Fryshuset are subject to taxation, as are school activities and some other activities in accordance with the Income Tax Act.

Fryshuset holds a 90-account, which means that the accounts are reviewed by the Swedish Fundraising Control. Fryshuset is a member of Giva Sverige, follows their guidelines, and reports fundraising and activities to them.

Fryshuset is financed by donations, grants, school funding, Public Partnerships (IOP), procured activities and agreements, as well as commercial activities.

The foundation is based in Stockholm.



## Fryshuset's Vision

**Fryshuset makes it possible for young people to change the world through their passions.**

## Fryshuset's Core Values

The core values are our most important compass and represent the power to act that arises when passions, perspectives, knowledge, and generations unite under one roof. Our work is based on love and a belief in humanity. We always work for something – never against. With a strong conviction that when we direct energy correctly, all people, with the support of positive contexts and fellow human beings, can rise and move forward.

- We build trust and relationships. We develop positive contexts for young people where the desire to participate and shared passions bridge differences and create motivation and hope for the future. We provide encouragement, trust, and responsibility so that young people can grow and take control of their own lives.
- We listen to what is happening in society and adapt quickly. We act with courage in what is new and unknown. We see opportunities and dare to create change where others often see problems.
- We are here for all young people and focus especially on those who live, or risk ending up, outside society. Here, the door is always open – we believe that everyone can succeed with the right conditions and that everyone deserves a chance.
- We start from the individual's needs. We are here for anyone who, regardless of background, wants to engage and develop.

## Fulfilment of Objectives

Since 2017, Fryshuset has produced a specific impact report. Fryshuset's reports are available for download on Fryshuset.se.

All activities within Fryshuset strive towards common short-term and long-term goals. The long-term goals serve as enablers to develop and strengthen Fryshuset's operations.

## Fryshuset's Long-Term Goals

*Young People and the World Around Them – What We Do Together with Young People*

- **Create more physical meeting places for young people** – Safe and accessible meeting places strengthen young people's social networks, counteract involuntary loneliness, and increase the sense of participation.
- **Develop current meeting places to reach more young people** – By developing and adapting

meeting places, we can make them more inclusive, sustainable, and relevant to more young people.

- **More digital meeting places for young people** – A digital Fryshuset makes it possible for more young people, especially those in vulnerable situations, to participate in activities together with peers and adults.
- **Create more meeting places with schools** – Collaborations with schools create environments where young people learn new skills, receive support, and strengthen their community.
- **Support young people's social engagement** – By supporting young people's initiatives and offering practical support, they gain the tools to influence society and create change.
- **Increase efforts to build trust and relationships with young people in, or at risk of, exclusion, as well as meetings between young people who otherwise do not meet** – By building trusting relationships and creating inclusive meeting places, we can counteract social exclusion and strengthen young people's belief in the future.
- **Strengthen the conditions for young people's mental health** – A systematic effort with support measures and collaborations ensures that young people receive the right help and tools for better mental well-being.



## Premises and Activity Centres

Fryshuset owns the activity centre in Stockholm Hammarby Sjöstad. In other locations – Akalla, Gothenburg, Helsingborg, Husby, Kalmar, Karlskrona, Malmö, Nacka, Nybro, Oskarshamn, Södermalm, as well as meeting places outside Sweden – Fryshuset leases or has access to premises to run activity centres.

Through collaborations and assignments, training programmes, digital meeting places, and tours, Fryshuset meets young people locally, nationally, and globally.

The impact of Fryshuset's meeting places is mainly achieved through the activities that are conducted, and which are described by the purposes below. Important indicators for the activity centre/meeting place itself are how many young people choose to come there and participate in the activities, as well as how young visitors generally experience safety and how they are treated.

The purpose of Fryshuset's activity centres and meeting places is to create a diversity of contexts that young people choose to participate in, in safe places permeated by Fryshuset's core values. Experience shows that this creates conditions for young people to develop, and society with them. The effects are evaluated with a number of different defined measurable goals, depending on the activity and specific purpose for each individual activity and meeting place.

Two examples of operational areas within Fryshuset are sports and music.

Research shows that physical activity is good for everyone. The longer young people are active in their sport, the better – not only for their physical health but also for their mental well-being. Thanks to basketball

clubs, gyms, dance classes, football tournaments, skate parks, and more, Fryshuset can provide a wide range of sports for many.

Fryshuset has, through long experience, seen how music provides meaning and context, and that it can even be crucial for a young person's life during certain periods. Being creative, having the opportunity to create and think anew, has an impact on many parts of life. In the same way as sports, music is about having a passion to be engaged in, devote oneself to, belong to, and participate in during one's youth.

## Education and School Activities

Fryshuset runs extensive school operations in the Stockholm area with a total of approximately 2,500 pupils. Fryshuset Compulsory Hammarby Sjöstad (Years 7–9) has approximately 330 pupils, Fryshuset Upper Secondary has approximately 1,100 pupils, Fryshuset Compulsory Husby (Years 7–9) has approximately 200 pupils, and Fryshuset Compulsory Akalla (Years F-6) has approximately 650 pupils. Fryshuset Folk High School has approximately 150 participants on long courses and approximately 100 participants on short courses. The Dance Centre has 28 pupils who are taking a vocational training course, as well as approximately 600 additional pupils on evening and weekend courses.

The purpose of Fryshuset conducting school and education is partly to give pupils the knowledge they need to cope in society, and partly for them to grow as curious, independent, and responsible individuals. At Fryshuset, pupils are also offered something more than just school, with close access to all other youth activities.

**Fryshuset runs extensive school operations in the Stockholm area with approx. 2,500 pupils.**

**Fryshuset Compulsory Hammarby Sjöstad (Years 7–9) has approx. 330 pupils.**

**Fryshuset Upper Secondary has approx. 1,100 pupils.**

**Fryshuset Compulsory Husby (Years 7–9) has approx. 200 pupils. Fryshuset Compulsory Akalla (Years F-6) has approx. 650 pupils.**

**Fryshuset Folk High School has approx. 150 pupils on long courses and approx. 100 pupils on short courses.**

**The Dance Centre has 28 pupils who are taking a vocational training course, as well as approx. 600 additional pupils on evening and weekend courses.**





## Systematic Work with Learning and Improvement

### Fryshuset's Model for Knowledge Sharing

Fryshuset is a knowledge organisation that creates meetings and meeting places locally, nationally, and globally. Fryshuset's knowledge is acquired, shared, and disseminated primarily through local, national, and global partnerships, and in meetings, collaborations, and exchanges of experience.

Knowledge-based work requires continuous learning and development as it is crucial for the organisation's success. The focus is on clear processes, building the operation on what works and has an impact, listening to what is happening in society to be relevant, and being responsive in order to quickly correct and improve, and not least to share and document what works.

### How Fryshuset Works with Impact Measurement

Impact measurement within the activities takes place, for example, through surveys, interview methods, follow-up conversations, and the like. This provides an understanding of how the target group's life situation changes by participating in the activities.

Over time, Fryshuset has made a shift in its work with impact measurement – from pure activity measurement to the current work with the theory of change as a basis for analyses of social change in the target group. The theory of change describes the relationship between interventions, activities, and the outcomes these lead to, expressed in results and effects.

A starting point within impact measurement is to understand how the long-term change is measured. To create sustainable change over time, it is first when the problem and its underlying causes are mapped that the desired change can be defined.

### Important Partners, Sponsors, and Donors

Fryshuset collaborates with a large number of private companies, public institutions, authorities, as well as foundations and actors in civil society, both within and outside Sweden's borders. Fryshuset is grateful for the collaborations and support given by the actors below during 2024. Thanks to these collaborations, Fryshuset has been able to continue to grow and develop.



## Civil Society, Associations, and Federations

Fryshuset's closest collaborations during 2024 were with the non-profit associations Fryshuset Basket Ungdomsklubb and Fryshuset IF. Fryshuset also collaborates with EFS and the Church of Sweden/Sofia parish regarding Fryshuskyrkan (Fryshuset Church). Fryshuset is part of Järva i Samverkan.

Other significant collaborations during 2024 have been with: ABF, BID Malmö, Bilda, Coexister, En frisk generation, Fairhuset, Fisksätra IF, Fredens Oas, Frihamnsdagarna, Friluftsförbundet, Förändringshuset, Generation Pep, Göteborgs föreningscenter, Interreligiösa rådet i Stockholm, Kalmar FF, KFUM Sverige, Kvinnojouren, MIND, NBV, Noaks Ark, Ordfront, Positiva gruppen, Rotary, Rädda Barnen, Röda Korset, Sensus, Skuru Basket, Stadsmissionen, Stars - Saint Andrew's Refugee Services, Stiftelsen Järva veckan, Stories for Society, Studieförbundet, Studieförbundet Vuxenskolan, Svenska Bordshockeyförbundet, Svenska klätterförbundet, Svenska kyrkan, Svenska Seglarförbundet, Svenska Skidförbundet, Synskadades Riksförbund, Tif - Tillsammans i Förening, Ungdomsjouren and UNICEF.

During 2024, Fryshuset has received donations and significant financial support from several foundations and funds.

These are: Charities Aid Foundation (CAF), Clas Groschinsky, Drottning Sophias skyddshem, Erling Perssons Stiftelse, Eva och Oscar Åhréns stiftelse, Gålöfstiftelsen, Hedvig och Paul Boréns stiftelse, Helsingborgs handelsförening, Jane och Dan Olssons Stiftelse, Jochnick Foundation, Kronprinsessan Margaretas Minnesfond, Kungliga patriotiska sällskapet, Lennart Perlhagens stiftelse, Magnus Bergvalls stiftelse, Marcus och Amalia Wallenbergs Minnesfond, Nasdaq – Nordic Foundation, Next in Mind, Olof och Caroline Wijks fond, Otto och Charlotte Mannheimers Fond, Reach for Change, Signatur - insamlingss-tiftelse för Musikfrämjande, Sparbanken Syds stiftelse, Stieg Larssons stiftelse, Stiftelsen Ansvar för framtiden, Stiftelsen Chelha, Stiftelsen Frimurare Barnhuset i Stockholm, Stiftelsen för barn och ungdomsvård i Helsingborg, Stiftelsen Karin och Ernst August Bångs minne, Stiftelsen Malin Gyllenkroks vårdanstalt, Stiftelsen Oscar Hirschs Minne, Stiftelsen Råby Räddningsinstitut, Stiftelsen Ulla och Lennart Wallenstam, Stig och Ragna Gorthons



## Corporate Collaborations

During 2024, Fryshuset has collaborated with companies that support the operation in various ways. Some of these companies, which through partnerships support Fryshuset with, among other things, financial contributions, have during the year been: Amgen, Atrax, B860 Göteborg & Co, Castellum, Compareitgreen, DreamHack, Einar Mattsson, Fastpartner, IKEA, LW Fastigheter, Länsförsäkringar Stockholm, Mannheimer Swartling Advokatbyrå, Marshall Group, Muirfield Invest, Netflix, Nybro Bostad, PEAB Fastighet, Samsung, Spotify, Stena Fastigheter, Söderberg & Partners, Uniqlo, Victoriahem Husby Sollentuna, Vitamin Well and Wipro.

## Public Sector Partners

Fryshuset has collaborated with and received significant financial support from the public sector. These are: Allmänna arvsfonden, Arvika Kommun, Boverket, Brottsförebyggande rådet (BRÅ), Center mot våldsbekämpande extremism (CVE), EU-kommissionen, Europeiska Socialfonden (ESF) through Svenska ESF-rådet, Folkhälsomyndigheten FHM, ForumCiv, Göteborgs Stad, Helsingborgs Stad, Ifpi Sverige, Jämställdhetsmyndigheten, Kammarkollegiet, Karlskrona Kommun, Karolinska Universitetssjukhuset, Kriminalvården, Malmö Stad, Myndigheten för psykologiskt försvar, Myndigheten för Samhällsskydd och Beredskap (MSB), Myndigheten för Ungdoms- och Civilsamhällesfrågor (MUCF), Nacka Kommun, Nybro Kommun, Oskarshamns Kommun, Statens institutionsstyrelse (SiS), Stim, Stockholms Stad, Svenska Institutet, Sveriges olympiska kommitté (SOK), Universitets- och högskolerådet (UHR) and Västra Götalandsregionens kulturråd.



## International Collaborations

### Visit by the President of Chile

Chile's President Gabriel Boric participated in meetings focusing on promotional and preventive activities for young people in vulnerable situations. The discussions revolved around opportunities to apply Fryshuset's lessons, methods, and programmes in a Chilean context and to deepen cooperation in issues relating to youth development, migration, preventive activities, and environmental engagement.

### Visit by Minister from Japan

Japan's Minister for Children, Youth, and Gender Equality, KATO Ayuko, visited Fryshuset to learn about the work on how young people are included in processes and how the organisation collaborates with partners both within and outside Sweden. The Minister also expressed interest in the concept of integrating meeting places and schools.

### Eastern Partnership

Fryshuset's representative participated in the Eastern Partnership Civil Society Forum (EaP CSF) summit in Vienna, an inspiring meeting with over 200 delegates from the six Eastern Partnership countries and the EU. The summit offered an invaluable platform to engage in meaningful dialogue on strengthening civil society and promoting cross-border cooperation.

Sweden was represented by three organisations: ForumCiv, Union to Union, and Fryshuset.

### Empowering Young People to Lead Positive change in Armenia

The project continues to be implemented until September 2025 and focuses on education, increased

awareness, and activities that create and strengthen networks between young people, organisations, and decision-makers throughout Armenia. In autumn 2024, a study visit to Stockholm was carried out within the framework of the project with representatives from Civil Society Organisations (CSO) and authorities from Armenia.

### Grassroots Youth in the Eastern Partnership/ GY-EAP

GY-EAP builds a platform that focuses on youth workers' and young people's resilience, mental health, and peacebuilding methods. The project is being implemented from October 2023 to May 2025 together with the organisation STAN in Ukraine and APY in Armenia.

### Planet One

In December 2024, the Planet One project, which was carried out in partnership with Greenpeace Norden and APY in Armenia, was completed. The project has run meeting places in Sweden, Hungary, Armenia, South Africa, Kenya, and Cameroon, with the aim of strengthening young people's environmental and climate engagement. During the course of the project, nearly 46,000 young people have visited one of the meeting places or participated in project activities. Approximately 4,000 activities have been organised and Planet One has supported over 6,800 initiatives started by young people.

### The Nordic Region

To develop work with and for young people in the Nordic region, the partnership between Fryshuset, Forandringshuset in Norway, and Fairhuset in Denmark has been strengthened. During 2024, the three organisations have worked on the Girls Empowerment Nordics project with the exchange of experiences and the development of methods for working with girls and non-binary individuals. In Finland, the partnership with Sosped continues regarding young people's mental health, as well as with KFUM Finland, the Peace Education Institute in Helsinki, and with South-Eastern Finland University of Applied Sciences (Xamk).



Visit by Chile's President **Gabriel Boric**, who participated in meetings focusing on promotional and preventive activities for young people in vulnerable situations.



## Netherlands

125Procent and Fryshuset have together trained over 500 young people and 30 trainers within the framework of the Young Peace Builders programme in the Netherlands.

The partnership agreement with Briant College in Arnhem, the Netherlands, has been renewed during 2024.

## European Solidarity Corps (ESC)

Fryshuset is accredited within the framework of the ESC until 2027.

Within Fryshuset's ESC activities, 22 volunteers were received in 2024, from Armenia, France, Italy, Poland, Romania, Spain, Sweden, and Ukraine. Eleven national volunteers were sent to France, Italy, Latvia, Lithuania, Portugal, Romania, Slovenia, Spain, Hungary, and Austria.

## Erasmus+ Accreditations YOU, SCH, VET

Fryshuset is accredited within the Erasmus+ programme for YOUTH (YOU), SCHOOL (SCH), and VOCATIONAL EDUCATION AND TRAINING (VET). The programme enables youth exchanges, exchanges for pupils, as well as skills development for individuals working with young people.

## Examples of some of the activities carried out:

### *Dance Camp in Trondheim, Norway*

The camp explored dance styles such as hip-hop and modern dance and encouraged self-expression and personal development.

### *The Exchange Lead to Change, Sweden*

The programme aimed to improve self-leadership and coaching abilities despite economic barriers.

### *Climbing Minds, Stavanger*

Rock climbing combined with workshops on mental health.

### *Planet One 2.0, Armenia*

The meeting explored climate justice through artistic activism.

## International visitors during 2024

During 2024, Fryshuset received 800 visitors from more than 30 different countries.

## Significant events during the financial year

Below is a selection of what Fryshuset's operations around the country have accomplished during the past year.

## Kvarteret (The Block)

At the end of September, the Exploitation Committee approved Fryshuset's land allocation agreement. This means that the City of Stockholm has transferred an undeveloped adjacent land area to Fryshuset in Hammarby Sjöstad. This was a major and decisive step towards realising Kvarteret Fryshuset.

Kvarteret Fryshuset will comprise an entirely new building, as well as the two existing ones. The new construction and some reorganisation will make it possible to meet more young people's needs for Fryshuset's presence and initiatives, education, and positive leisure activities.

Kvarteret also makes it feasible to design new operations, collaborations, and partnerships that can broaden Fryshuset's offering, provide better conditions for long-term financing, and increase innovation across the entire organisation.



## Anders Carlberg Memorial Prize

Fryshuset's founder, Anders Carlberg, inspired people to practise compassionate courage, to believe in themselves, and to dare to grow even when no one else believed there was a chance of success. Anders Carlberg passed away in January 2013. The memorial prize is intended to inspire actions in the spirit of Anders Carlberg and to show that everyone can make a difference and have an impact on society.

At a ceremony on 13 November 2024, the prize was awarded in four categories: Influencer of the Year, Comeback of the Year, Young Role Model of the Year, and an honorary award for lifetime achievement.

Influencer of the Year – Carin Götblad

Comeback of the Year – Zečira Mušović

Young Role Model of the Year – Truls Möregårdh

Honorary Award for Lifetime Achievement – Gloria Ray Karlmark

## Expansion of Educational Activities

Fryshuset has expanded its existing educational activities in Järva F–9 as of 15 January 2024 with the establishment of Fryshuset Compulsory School Akalla. Fryshuset had long sought more suitable premises for the F–6 activities within Fryshuset Compulsory School Husby, and the opportunity arose to relocate and expand the educational activities in new premises.

## Snö, Vind och Betong (Snow, Wind and Concrete) – to enable more young people to participate in sports

Snö, Vind och Betong aims to provide more young people in Sweden with opportunities to participate in

sports. The target group is young people aged 13–19, primarily in socioeconomically and socio-culturally disadvantaged areas. That is, young people who face greater barriers to participation and contact with the sports movement, and whom the sports movement finds more difficult to reach. Fryshuset implements the project in collaboration with the Swedish Olympic Committee, the Swedish Sailing Federation, and the Swedish Ski Association.

## 180 Grader (180 Degrees)

Fryshuset launched 180 Grader – an initiative that acts swiftly and appropriately with activities and measures to support vulnerable children and young people who are already involved in, or at risk of becoming involved in, criminality. In cooperation with several stakeholders, the aim is to counteract negative developments and reduce children's involvement in criminal environments and fatal violence.

## Special Event at Lovely Queer Days Youth Exchange

The United States Ambassador to Sweden, Erik Ramanathan, participated in an exclusive discussion on LGBTQ+ rights and diplomacy, as well as bridging cultural differences.

## Din Väg In (Your Way In)

In 2024, Fryshuset, together with Netflix, launched the project Din Väg In. The project is aimed at young people aged 16 to 26 who wish to learn more about and take the step into the film and television industry. The initiative aims to lower thresholds and create a more diversified and inclusive film and television industry in Sweden.





## Fryshuset 40 Years

Autumn 2024 marked 40 years since Anders Carlberg founded Fryshuset in 1984 with a vision to create a place where young people can grow, dream, and develop. The anniversary has been celebrated at all of Fryshuset's meeting places throughout the country and in digital channels. Under #fryshuset40, personal memories, events, and initiatives that are part of Fryshuset's history have been highlighted.

## Significant Events after the End of the Financial Year

Fryshuset received SEK 18 million in core funding from the Swedish Postcode Lottery.

The Marcus and Amalia Wallenberg Memorial Fund has donated SEK 20 million to Fryshuset's planned new construction in Hammarby Sjöstad, provided that the project is fully financed.

The Marianne and Marcus Wallenberg Foundation has donated SEK 30 million to Fryshuset's planned new construction in Hammarby Sjöstad, provided that the project is fully financed.

## Use of Financial Instruments and Investment Policy

The Fryshuset Foundation has a capital investment policy to ensure that the foundation's capital is invested and managed in the best possible way. The capital investment policy is designed in accordance with the guidelines developed by Giva Sverige.

Investments may not be made in asset classes and securities that are contrary to Fryshuset's core values. In cases of uncertainty, advice is sought from the banks' ethical guidelines.

Fryshuset has not made any investments during 2024.

## Sustainability Disclosures

Fryshuset's vision and work are about providing young people with the opportunity to change the world through their passions. The activities focus on societal impact from a social perspective, to promote social sustainability. It is important for the organisation that its internal work as an employer is in harmony with external actions and positions. Fryshuset's most important resource for achieving its vision is its employees and participants.

Fryshuset's governing documents are:

- Fryshuset's Core Values
- Policy for Equal Opportunities and Equal Rights
- Mission Statement
- Leadership at Fryshuset
- Policy Documents within Giva's Quality Code
- Code of Conduct
- The Fryshuset Way
- Children's Rights Policy

An important prerequisite for Fryshuset to achieve its objectives is that the composition of employees enables Fryshuset to build relationships with the many different target groups among young people, based on geographical, socioeconomic, and interest-based diversity.

The core values are shared by everyone at Fryshuset and permeate the entire organisation's approach.





## Employees

During the year, Fryshuset had an average (full-time equivalent) of 551 employees, of whom 515 were salaried and 36 hourly paid. Of the employees, 60 per cent were women and 40 per cent were men. The average age was 39 years. The vast majority of employees are still located in the Stockholm area, where educational activities are conducted. Within the schools' activities, the number of teachers and other school staff amounts to 300 employees (full-time equivalent).

## Employee Survey 2024

Fryshuset's annual employee survey was not conducted in 2024. This was due to the fact that the results in recent years only provided a snapshot that did not form a basis for well-founded measures. The process is being reviewed to provide more useful results for future development. In 2025, Fryshuset plans to implement a new HR system, which will affect the tools for employee surveys.

## Working Conditions

All staff at Fryshuset are covered by collective agreements. Fryshuset has collective agreements with *Unionen*, *Akademikerförbunden* (Academic Associations), *Sveriges skolläda* (Swedish School Leaders), *Sveriges lärare* (Swedish Teachers), *Vision and Kommunal* through the employer organisation *Fremia*.

## Safe and Secure Workplace

In 2024, Fryshuset has maintained a continued focus on strengthening its work environment efforts.

Among other things, Fryshuset has initiated efforts to develop a national structure for the work on safety and security together with an external consultant.

## Equal Rights – Equal Opportunities

Fryshuset's policy Equal Rights – Equal Opportunities takes a clear stand against all forms of discrimination, harassment, or other negative treatment on the grounds of gender, gender identity or expression, ethnic origin, religion or other belief, disability, sexual orientation, or age.

## Environmental Information

Within Fryshuset, continuous work is ongoing to ensure that the activities have as little impact on the environment as possible. The current environmental plan includes components such as travel, energy consumption, recycling and reuse, as well as chemicals.



## Sustainability Report

In accordance with the requirements of the Annual Accounts Act, a sustainability report has been prepared and is presented in this report, which includes an impact report, a sustainability report, and the annual accounts. The report is published on Fryshuset's website on the same day as the annual accounts are made public.

Operational planning and goal fulfilment have, for the most part, functioned and been carried out as planned.

## Governance

### Principal Relationships

The KFUM Söder Association is the founder of the Fryshuset Foundation. The Fryshuset Foundation is an independent foundation.

### The Board

Fryshuset's board in 2024:

Christer Thordson – Chair and Anders Högberg – Vice Chair.

Other members were Birgitta Stymne Göransson, Mikael Ahlström, Ewelina Holm, Kevin Ryan, Veronica Rörsgård, Hayaat Ibrahim, and Johan Oljeqvist.

On 24 September 2024, the board resolved per capsulam to elect Caroline Arehult as a board member. Kevin Ryan resigned.

Board members receive no remuneration for their work. Further information about the board can be found on Fryshuset's website.

In 2024, the board held four minuted ordinary board meetings and one minuted constitutive board meeting.

In addition, two minuted extraordinary board meetings were held.

Apart from these meetings, 18 committee meetings were held. The committees consist of the Audit Committee, the School Committee, the Organisation Committee, and Kvarteret Committee.

At the constitutive board meeting in June 2024, Christine Wikström (PwC) was re-elected as auditor until 30 June 2025. Jenny Grönvall Wigle was elected as Lay Auditor until 30 June 2025.

The Nomination Committee consists of four members and is elected for one year. Two of the members must be members of the board and two must be external. The task of the Nomination Committee is, through a structured and transparent process, to nominate suitable candidates to the board, taking into account the foundation's activities, financial position, and circumstances so that the board is appropriately composed to meet the requirements of the activities.

The Nomination Committee must pay particular attention to the foundation's strategic development, governance, and control, as well as the requirements these factors place on the competence and composition of the board. Special emphasis shall be placed on board members' social engagement in youth issues and their anchoring in the foundation's core values, as well as their independence from the foundation.

## The Future

### Expected Development, Including Significant Risks and Uncertainties

Fryshuset assumes responsibility for ensuring that young people feel they are an important part of society. Therefore, the work is based on their perspective, reality, and issues that affect their daily lives.

All young people should be given the conditions to grow and thrive, access good education, increase their knowledge of societal functions, and feel that they are, and can be, an important part of the joint building of society. The work is directed towards all young people, with a particular focus on those at risk of social exclusion.

The focus has been on increasing participation, trust, and confidence among young people who experience exclusion and are at risk of social marginalisation. Fryshuset promotes social security, good health, and opportunities for positive leisure and employment for young people.

### Financing Risks

Fryshuset primarily works with broad preventive and promotional efforts. If financial investments in promotional and preventive work are deprioritised, for example by the government and authorities, Fryshuset's efforts may be threatened.

For many years, the conditions for the most vulnerable have become more difficult, combined with a reduction in financial resources for promotional and crime prevention work in municipalities. The absence of political decisions on long-term change initiatives, reforms, and collective efforts means that organisations and societal functions that could contribute to and work with promotional and preventive efforts from an early age are not given this opportunity in a sustainable manner. Current interventions force actors into more and more management of symptoms that have already arisen, something Fryshuset believes should be an exception, as reactive interventions are much more costly for society and all involved than more proactive ones.

If schools, civil society, social services, and others are given genuine opportunities to work more long-term with promotional and preventive efforts, the symptoms created by an unequal and polarised society could largely be avoided. Fryshuset is convinced that investments in long-term reforms with preventive efforts create a more peaceful and sustainable society, and generate significant economic benefits in the longer term.



Fryshuset is in constant dependence on decisions made by authorities and the government, as well as new legislative proposals concerning issues affecting children and young people. Fryshuset conducts daily advocacy and dialogue to ensure that the perspectives of children and young people permeate societal development.

## The Work Continues

Major acts of violence can either increase division or strengthen cohesion in society. To strengthen cohesion, counter division and polarisation, inclusive contexts, situations, and environments for meetings and community are needed, where people feel involved.

Loneliness and isolation are risk factors for radicalisation, which makes it crucial to promote community and dialogue. The social climate is also affected by polarising rhetoric.

A harsher tone towards selected groups reinforces prejudices and contributes to an increased sense of injustice. Therefore, we all have a responsibility to counteract social exclusion and build a society characterised by tolerance, cohesion, and solidarity.

Together, a more peaceful, equal, and inclusive society is created.

Fryshuset assumes responsibility for ensuring that young people feel they are a significant part of society.

The work is directed towards all young people, with a particular focus on those at risk of exclusion and those living in socioeconomic vulnerability.

To be able to be exactly who you are, together with others, without masks, façades, or pretence, is what we all strive for. To also have a task in such a context, to feel needed and to have a natural place, is something wonderful.

This wonderful thing happens in thousands of places around Sweden every day. It happens at basketball practice and in the dance studio. In the study circle and at the youth centre. In the stable and in the fight for the climate. It happens in civil society. Perhaps the logic on which civil society is built – gathering because we as individuals are interested in the same thing – seems simple, but together all these meetings form a complex network. The network that holds our society together and has made Sweden one of the world's most equal and innovative countries.

Contributing to creating meaning and hope for the future among young people is more important than ever. Fryshuset's work to promote social security, good health, and opportunities for young people's employment continues regardless of what is reported or undertaken in the outside world.



Having a passion and positive leisure time is an important protective factor for young people, but at the same time, it can be difficult to “find one's thing”. At the open meeting places, everyone is welcome, regardless of whether they have found a specific interest or not. Having both open and organised activities at all meeting places means that Fryshuset can be accessible, meet, increase the sense of participation and security, and create opportunities for more young people.

Fryshuset also sees the need to equip young people to succeed in living in a complex world. To provide them with more tools and increased knowledge to reduce conflicts and destructive polarisation.

**“When civil society is restricted, the resilience of the entire society is reduced, and the fine-meshed network that holds us together is damaged.”**

**JOHAN OLJEQVIST, CEO FRYSHUSET**

Therefore, a variety of meetings and training sessions are offered in self-leadership, critical thinking, spirituality, creative problem-solving and constructive conflict management, racism and anti-discrimination. Being able to participate in and share different perspectives on life together creates an understanding of different opportunities and conditions.

Schools play a crucial role in the lives of young people and therefore also for the activities conducted by Fryshuset. Fryshuset has the ambition to open more schools together with meeting places.



## Results and Financial Position

The foundation's profit for the year amounts to 956 SEK thousand. Fryshuset is a non-profit foundation, and any profits are used to strengthen equity and enable long-term sustainability and resilience in operations between financial years.

<b>MULTI-YEAR COMPARISON</b> (SEK thousand)	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Foundation's income	569 807	462 030	421 920	401 999	395 362
Net profit for the year	956	6 857	5 924	1 493	7 048
Total assets	191 565	185 990	200 594	230 781	216 240
Equity	30 407	29 451	22 594	16 670	12 277
Average number of employees	551	462	450	473	455
Equity ratio (%)	16	16	12	6	6

**Equity ratio:** Equity and untaxed reserves (less deferred tax) in relation to total assets.

<b>Proposed Appropriation of Profits 2024</b>	<b>2024</b>
The Board of Directors proposes that the profit available for appropriation (SEK) be allocated as follows:	
Retained earnings	29 451 041
Net profit for the year	956 096
<b>Total</b>	<b>30 407 137</b>
To be carried forward	
	<b>30 407 137</b>

<b>Changes in Equity (SEK thousand)</b>			
	<b>Retained earnings</b>	<b>Net profit for the year</b>	<b>Total equity</b>
Balance at beginning of year	22 594	6 857	29 451
Appropriation of previous year's profit	6 857	-6 857	0
Net profit for the year		956	956
<b>Balance at end of year</b>	<b>29 451</b>	<b>956</b>	<b>30 407</b>

<b>Adjusted pro forma balance sheet as at the balance sheet date</b>	<b>Before adjustment</b>	<b>Adjustment</b>	<b>After adjustment</b>
Equity	30 407	59 511	89 918
Long-term liabilities	57 706	-54 039	3 667
Short-term liabilities	103 030	-5 472	97 558

In 2014, Fryshuset acquired the property in Hammarby Sjöstad. The acquisition was partly financed by donations and grants. The donations are recognised both as a long-term and a short-term liability and are recognised as income at the same rate as the depreciation of the building. As all the conditions attached to the donations have been fulfilled, there are no possible repayment obligations. Fryshuset thus has an unrecognised income of 59 511 SEK thousand relating to grants not yet recognised as income.

<b>INCOME STATEMENT</b> (SEK thousand)	<b>Note</b>	<b>2024</b>	<b>2023</b>
<b>Foundation's income</b>			
Donations	3, 4	23 420	19 611
Grants	3, 5	116 954	103 158
Net sales	5, 6	426 975	335 613
Other income	7	2 458	3 648
<b>Total income</b>		<b>569 807</b>	<b>462 030</b>
<b>Foundation's expenses</b>			
Other external expenses	5, 8	-170 384	-137 347
Personnel costs	5, 9	-385 516	-306 309
Depreciation and amortisation	12–16	-14 118	-13 089
<b>Total expenses</b>		<b>-570 018</b>	<b>-456 745</b>
<b>Operating profit/loss</b>		<b>-211</b>	<b>5 285</b>
<b>Financial items</b>			
Result from shares in group companies		-127	166
Other interest income and similar items	10	498	457
Interest expenses and similar items		-129	-28
<b>Total financial items</b>		<b>242</b>	<b>595</b>
<b>Profit after financial items</b>		<b>31</b>	<b>5 880</b>
<b>Profit before tax</b>		<b>31</b>	<b>5 880</b>
Tax	11	925	977
<b>Net profit for the year</b>		<b>956</b>	<b>6 857</b>

<b>BALANCE SHEET</b> (SEK thousand)	<b>Note</b>	<b>2024-12-31</b>	<b>2023-12-31</b>
<b>ASSETS</b>			
<b>Non-current assets</b>			
<i>Intangible assets</i>			
Goodwill	12	225	554
Software	13	0	14
<b>Total intangible assets</b>		<b>225</b>	<b>568</b>
<i>Tangible assets</i>			
Buildings and land	14	114 273	118 473
Equipment	15	5 164	1 616
Improvements to third-party property	16	10 572	9 780
Ongoing new construction of tangible assets	17	8 214	1 312
<b>Total tangible assets</b>		<b>138 223</b>	<b>131 181</b>
<i>Financial assets</i>			
Shares in group companies	18	200	329
Deferred tax assets	19	5 772	4 847
Other long-term receivables		382	382
<b>Total financial assets</b>		<b>6 354</b>	<b>5 558</b>
<b>Total non-current assets</b>		<b>144 802</b>	<b>137 307</b>
<b>Current assets</b>			
<i>Inventories etc.</i>			
Goods for resale		38	55
<i>Short-term receivables</i>			
Trade receivables		9 260	7 704
Current tax assets		0	612
Receivables for utilised, not received grants		10 062	8 279
Other short-term receivables		3 065	3 655
Prepaid expenses and accrued income	20	18 946	12 801
<b>Total short-term receivables</b>		<b>41 333</b>	<b>33 051</b>
Cash and bank balances	21	5 392	15 577
<b>Total current assets</b>		<b>46 763</b>	<b>48 683</b>
<b>TOTAL ASSETS</b>		<b>191 565</b>	<b>185 990</b>



<b>BALANCE SHEET</b>	<b>Note</b>	<b>2024-12-31</b>	<b>2023-12-31</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>	22		
Retained earnings		29 451	22 594
Net profit for the year		956	6 857
<b>Total equity</b>		<b>30 407</b>	<b>29 451</b>
<b>Untaxed reserves</b>	23	<b>422</b>	<b>422</b>
<b>Long-term liabilities</b>			
Liabilities to credit institutions		3 667	0
Other liabilities	24	54 039	59 512
<b>Total long-term liabilities</b>		<b>57 706</b>	<b>59 512</b>
<b>Short-term liabilities</b>			
Liabilities to credit institutions		2 000	0
Trade payables		18 261	15 663
Current tax liabilities		615	0
Liabilities for received but unused grants		35 571	40 677
Other liabilities		15 428	12 955
Accrued expenses and deferred income	25	31 155	27 310
<b>Total short-term liabilities</b>		<b>103 030</b>	<b>96 605</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>191 565</b>	<b>185 990</b>

<b>CASH FLOW STATEMENT</b> (SEK thousand)	<b>Note</b>	<b>2024-01-01 –2024-12-31</b>	<b>2023-01-01 –2023-12-31</b>
<b>Operating activities</b>			
Operating profit/loss before financial items		-211	5 285
Adjustments for items not included in cash flow	26	8 646	7 617
Interest received	10	498	457
Interest paid		-129	-28
<b>Cash flow from operating activities before changes in working capital</b>		<b>8 804</b>	<b>13 331</b>
<b>Cash flow from changes in working capital</b>			
Change in long-term receivables		0	-382
Change in inventories and work in progress		17	8
Change in trade receivables		-1 555	992
Change in short-term receivables		-7 095	1 117
Change in trade payables		2 598	-1 778
Change in short-term liabilities		2 197	-14 823
<b>Cash flow from operating activities</b>		<b>4 966</b>	<b>-1 535</b>
<b>Investing activities</b>			
Investments in tangible assets		-20 818	-9 842
<b>Cash flow from investing activities</b>		<b>-20 818</b>	<b>-9 842</b>
<b>Financing activities</b>			
New loans raised		5 667	0
Dividends paid		0	166
<b>Cash flow from financing activities</b>		<b>5 667</b>	<b>166</b>
<b>Net cash flow for the year</b>		<b>-10 185</b>	<b>-11 211</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>15 577</b>	<b>26 788</b>
<b>Cash and cash equivalents at end of year</b>		<b>5 392</b>	<b>15 577</b>

## NOTES

(SEK thousand)

### NOTE 1 ACCOUNTING AND VALUATION PRINCIPLES

#### Basis for the Annual Accounts

The annual accounts of the Fryshuset Foundation have been prepared in accordance with the Swedish Annual Accounts Act and the general guidelines of the Swedish Accounting Standards Board BFNAR 2012:1 Annual Accounts and Consolidated Accounts (K3), as well as Giva Sverige's governing guidelines for annual reporting under K3.

The accounting principles remain unchanged compared with the previous year.

The annual accounts are prepared on the going concern assumption. Assets, liabilities, and provisions are valued at acquisition cost unless otherwise stated below.

#### Income Statement

##### Revenue Recognition

Revenue is recognised at the fair value of what has been received or will be received. Revenue from services sold is recognised in the period in which the service is performed. School grants are recognised in the period during which the individual pupil is entitled to municipal compensation from their home municipality. Rental income is recognised in the period to which the rental relates.

##### Donations

Donations are, as a general rule, recognised as income when received.

In certain cases, donations are subject to conditions stipulating that they must be used for a specific purpose. Amounts that could not be utilised for these designated purposes during the year are reserved under equity as funds designated for specific purposes. Similarly, the portion of previously reserved designated funds that has been utilised during the year is released from the item funds designated for specific purposes under equity. These adjustments are made in the income statement under the heading Allocation of the year's result.

Donations are, as a general rule, measured at fair value.

##### Grants

Grants are recognised as income when the conditions for receiving the grant have been fulfilled. Grants received are recognised as a liability until the conditions for receiving the grant are met.

Grants received to cover specific costs (for example, administration) are recognised in the same financial year as the cost the grant is intended to cover.

Grants relating to a non-current asset are recognised as deferred income.

Grants received are measured at the fair value of the asset received or to be received by the foundation.

##### Net Turnover

Revenue from the sale of goods is normally recognised at the time of sale.

##### Other Income

Income not related to the foundation's primary activities is recognised as other income. This includes employment support and furlough support.

##### Leasing Agreements

All of the Fryshuset Foundation's leasing agreements are classified as operating leases and are expensed on a straight-line basis over the lease period (including the initial increased rent).

##### Employee Benefits

Employee benefits refer to all forms of compensation provided by the company to employees. Short-term benefits include, among other things, salaries, paid holiday, paid absence, bonuses, and post-employment benefits (pension). Short-term benefits are recognised as an expense and a liability when there is a legal or constructive obligation to make such payments as a result of a past event and a reliable estimate of the amount can be made.

As all pension obligations are classified as defined contribution, a pension cost is recognised in the year the pension is earned.

##### Termination Benefits

Termination benefits are payable when a company within the group decides to terminate an employment before the normal retirement date or when an employee accepts voluntary redundancy in exchange for such benefits. If the benefit does not provide the company with any future economic benefit, a liability and an expense are recognised when the company has a legal or constructive obligation to provide such benefits. The benefit is measured at the best estimate of the amount required to settle the obligation at the balance sheet date.



## Income Taxes

The tax expense for the year includes tax attributable to the year's taxable result, part of previous years' income tax that has not yet been recognised, and deferred tax. Current taxes are measured based on the tax rates and tax rules applicable at the balance sheet date. Deferred taxes are measured based on the tax rates and tax rules that have been enacted before the balance sheet date.

Deferred tax assets relating to tax loss carryforwards or other future tax deductions are recognised to the extent it is probable that the deduction can be offset against surpluses in future taxation.

Receivables and liabilities are only offset when there is a legal right of set-off.

Current tax, as well as changes in deferred tax, are recognised in the income statement unless the tax is attributable to an event or transaction recognised directly in equity. In such cases, the tax effect is also recognised in equity.

## Balance Sheet

### Intangible Assets

Intangible non-current assets are recognised at acquisition cost less accumulated amortisation and impairment.

### Software and Trademarks

The foundation holds intangible assets in the form of software and trademarks. The capitalisation model is applied for internally generated intangible assets. Amortisation is on a straight-line basis over the estimated useful life. The estimated useful life is 5 years for software and trademarks.

### Tangible Non-Current Assets

Tangible non-current assets are recognised at acquisition cost less depreciation. The acquisition cost includes expenses directly attributable to the acquisition of the asset.

When a component of a non-current asset is replaced, any remaining part of the old component is retired and the acquisition cost of the new component is capitalised.

Subsequent expenditure relating to assets that are not divided into components is added to the acquisition cost if it is expected to provide the company with future economic benefits, to the extent that the asset's performance increases relative to its value at the time of acquisition.

Expenditure for ongoing repairs and maintenance is recognised as an expense.

Tangible non-current assets are depreciated systematically over the estimated useful life of the asset. When determining the depreciable amount of assets, the residual value of the asset is taken into account where applicable. The straight-line depreciation method is used for other types of tangible assets.

### The following depreciation periods are applied:

#### Building

Land improvements	10–15 years
Building/land equipment	10 years
Frame	50 years
Windows, doors, internal walls	10 years
Roof	10–25 years
Façade	20 years
Interior surfaces	10 years
Installations, HVAC, ventilation	20 years
Lifts	10–15 years
Tenant adaptations	10–20 years
Other	10 years
Improvements to third-party property	5–20 years
Building equipment	10 years
Equipment, tools and installations	5 years

### Financial Instruments

Financial instruments recognised in the balance sheet include trade receivables and other receivables, trade payables, and loan liabilities. Instruments are recognised in the balance sheet when the foundation becomes a party to the contractual provisions of the instrument. Financial liabilities are removed from the balance sheet when the obligations have been settled or otherwise extinguished.

### Financial Assets

Trade receivables, utilised but not yet received grants, and other receivables are measured individually at the amount expected to be received.

### Inventories

Inventories are measured at the lower of acquisition cost and net realisable value. Acquisition cost is determined using the first-in, first-out (FIFO) method.

### **Loan Liabilities, Trade Payables and Other Liabilities**

Loan liabilities are initially recognised at acquisition cost less transaction costs. If the carrying amount differs from the amount to be repaid at maturity, the difference is amortised as an interest expense over the term of the loan using the effective interest method. Thus, at maturity, the carrying amount corresponds to the amount to be repaid. Short-term trade payables and other liabilities are recognised at acquisition cost.

### **Liability for Received but Unused Grants**

When the Fryshuset Foundation has received a grant but has not yet fulfilled the conditions, a liability is recognised.

In cases where the Foundation has received a grant and fulfilled the conditions but has not yet received payment, the amount is recognised as "Receivable for utilised but not yet received grants."

### **Receivable for Utilised but Not Yet Received Grants**

In cases where the Foundation has received a grant and fulfilled the conditions but has not yet received payment, the amount is recognised as "Receivable for utilised but not yet received grants."

### **Consolidated Accounts**

The Foundation owns three subsidiaries, all of which are completely dormant. No consolidated accounts are prepared, with reference to the exemption rules in Chapter 7, Section 3 of the Swedish Annual Accounts Act.

### **Cash Flow Statement**

The cash flow statement is prepared using the indirect method. The reported cash flow includes only transactions that have resulted in inflows or outflows of cash.

In addition to cash, the foundation classifies as cash equivalents available balances with banks and other credit institutions, as well as short-term liquid investments listed on a marketplace.

## **NOTE 2 ESTIMATES AND JUDGEMENTS**

The Foundation makes estimates and judgements about the future. The estimates for accounting purposes that result from these will, by definition, rarely correspond to the actual outcome. The estimates and assumptions that involve a significant risk of material adjustments to the carrying amounts of assets and liabilities within the next financial year are outlined below.

### **Deferred Tax**

Future profit development in the foundation's commercial activities is uncertain and difficult to reliably forecast as it is affected, among other things, by external factors beyond the foundation's control. The uncertainty in the commercial results of coming years means that the foundation cannot reliably ensure whether it is probable that the tax loss carryforward can be offset against future profits. Therefore, no deferred tax is recognised in relation to the tax loss carryforward existing at the balance sheet date.

### NOTE 3 DONATIONS AND GRANTS

	2024	2023
<b>Donations recognised in the income statement</b>		
Public	571	613
Companies	3 997	970
Organisations, foundations, and funds	18 852	18 028
<b>Total donations</b>	<b>23 420</b>	<b>19 611</b>
<b>Grants recognised as income</b>		
<b>Private law grants</b>		
Public	29	123
Companies	5 420	5 907
Organisations, foundations, and funds	50 669	42 776
	<b>56 118</b>	<b>48 806</b>
<b>Public grants</b>		
Municipalities	21 413	23 520
EU	6 575	5 367
Swedish Inheritance Fund	5 725	5 277
Authorities, government agencies	26 632	19 262
Regions	491	926
	<b>60 836</b>	<b>54 352</b>
<b>Total grants</b>	<b>116 954</b>	<b>103 158</b>

### NOTE 4 DONATIONS NOT RECOGNISED IN THE INCOME STATEMENT

	2024	2023
<b>Type of donation</b>		
Complimentary tickets and free activities for the target group	371	345
Consultancy services	689	509
Free use of third-party premises	112	0
Other donations, meals, and materials	360	405
<b>Total estimated value</b>	<b>1 532</b>	<b>1 259</b>

The values are estimated at full price (any volume discounts and similar have not been taken into account); for reasons of prudence, only 50% of the estimated value is included.



## NOTE 5 FOLK HIGH SCHOOL'S FINANCES

	2024	2023
<b>Folk high school's income</b>		
Government grant from the Swedish National Council of Adult Education	10 389	9 213
Government grant from SPSM*	247	129
Other grants	1 390	1 495
Net turnover	312	280
<b>Folk high school's total income</b>	<b>12 338</b>	<b>11 117</b>
<b>Folk high school's expenses</b>		
Other external costs	-3 949	-3 775
Personnel costs	-8 394	-7 767
<b>Folk high school's total expenses</b>	<b>-12 343</b>	<b>-11 542</b>
<b>Result after financial items</b>	<b>-5</b>	<b>-425</b>

\* SPSM = Swedish National Agency for Special Needs Education and Schools.

As of the balance sheet date, 3328 SEK thousand of equity consists of funds for educational activities.



**NOTE 6 DISTRIBUTION OF NET TURNOVER**

	2024	2023
Sales revenue	56 131	59 389
School voucher	362 848	268 570
Rental income	7 996	7 655
<b>Total</b>	<b>426 975</b>	<b>335 614</b>

**NOTE 7 OTHER INCOME**

	2024	2023
Other income	77	870
Employment support	1 794	2 778
Capitalised work for own account	587	0
<b>Total</b>	<b>2 458</b>	<b>3 648</b>

**NOTE 8 OPERATING LEASE COSTS****Lessee**

The Fryshuset Foundation primarily leases premises, vehicles, and IT and other office equipment.

The nominal value of future minimum lease payments, relating to non-cancellable lease agreements, is distributed as follows:

	2024	2023
Due for payment within 1 year	39 564	35 588
Due for payment within 2-5 year	74 093	73 185
<b>Total</b>	<b>113 657</b>	<b>108 773</b>
Annual operating lease costs	41 060	25 757

**Lessor**

The Fryshuset Foundation rents out rehearsal rooms and office premises where the contract period is indefinite with one month's notice. The foundation also rents out a restaurant premises, where the contract runs until 31 December 2025.

The nominal value of future minimum lease payments, relating to non-cancellable lease agreements, is distributed as follows:

	2024	2023
Due for payment within 1 year	891	1 022
Due for payment within 2-5 years	0	744
<b>Total</b>	<b>891</b>	<b>1 766</b>
Annual operating lease income	4 383	4 367

**NOTE 9 EMPLOYEES AND PERSONNEL COSTS**

	2024	2023
<b>Average number of employees</b>		
Women	331	259
Men	220	203
	<b>551</b>	<b>462</b>
<b>Salaries and other remuneration</b>		
Employees *	269 413	214 720
	<b>269 413</b>	<b>214 720</b>
<b>Social costs</b>		
Pension costs **	18 655	13 597
Other social security costs according to law and agreements	90 370	71 682
	<b>109 025</b>	<b>85 279</b>
<b>Total salaries, remuneration, social costs and pension costs</b>	<b>378 438</b>	<b>299 999</b>
<b>Gender distribution among senior executives</b>		
Proportion of women on the Board	56 %	44 %
Proportion of men on the Board	44 %	56 %
Proportion of men among other senior executives	100 %	100 %

\* Of which salaries and other remuneration to the Board and Chief Executive Officer amount to 1180 (1146) SEK thousand.

\*\* Pension costs above include pension costs for the Chief Executive Officer of 288 (281) SEK thousand.  
The Board does not receive any remuneration for its work.

During 2024, 100 individuals worked voluntarily for the foundation. On average, the volunteers worked approximately 252 hours each per year. The value of these voluntary contributions has not been recognised in the income statement.

**NOTE 10 OTHER INTEREST INCOME AND SIMILAR ITEMS**

	2024	2023
Interest received	498	441
Exchange rate gains	0	15
	<b>498</b>	<b>456</b>



**NOTE 11** CURRENT AND DEFERRED TAX

	2024	2023
Deferred tax	925	977
<b>Tax on profit for the year</b>	<b>925</b>	<b>977</b>
Reported profit in taxable activities before tax	-5 629	3 586
Tax calculated at the applicable tax rate (20.6%)	1 160	-739
Tax effect of non-deductible expenses	-45	-23
Tax effect of non-taxable income	6	1 131
Tax effect of unrecognised tax loss carryforwards	176	608
Tax effect of unrecognised income	-206	0
Tax effect of unrecognised temporary differences depreciation	-166	0
<b>Reported tax expense</b>	<b>925</b>	<b>977</b>

**NOTE 12** GOODWILL

	2024-12-31	2023-12-31
Opening acquisition values	1 905	1 905
<b>Closing accumulated acquisition values</b>	<b>1 905</b>	<b>1 905</b>
Opening depreciation	-1 351	-937
Depreciation for the year	-329	-414
<b>Closing accumulated depreciation</b>	<b>-1 680</b>	<b>-1 351</b>
<b>Closing carrying amount</b>	<b>225</b>	<b>554</b>

**NOTE 13** SOFTWARE

	2024-12-31	2023-12-31
Opening acquisition values	1 816	1 816
<b>Closing accumulated acquisition values</b>	<b>1 816</b>	<b>1 816</b>
Opening depreciation	-1 802	-1 772
Depreciation for the year	-14	-30
<b>Closing accumulated depreciation</b>	<b>-1 816</b>	<b>-1 802</b>
<b>Closing carrying amount</b>	<b>0</b>	<b>14</b>

**NOTE 14** BUILDINGS AND LAND

	2024-12-31	2023-12-31
Opening acquisition values	202 172	198 073
Purchases	6 237	4 099
Reclassifications	-62	0
<b>Closing accumulated acquisition values</b>	<b>208 347</b>	<b>202 172</b>
Opening depreciation	-83 699	-73 198
Depreciation for the year	-10 374	-10 501
<b>Closing accumulated depreciation</b>	<b>-94 073</b>	<b>-83 699</b>
<b>Closing carrying amount</b>	<b>114 273</b>	<b>118 473</b>

**NOTE 15** EQUIPMENT

	2024-12-31	2023-12-31
Opening acquisition values	14 009	13 528
Purchases	5 054	481
Reclassifications	62	0
<b>Closing accumulated acquisition values</b>	<b>19 125</b>	<b>14 009</b>
Opening depreciation	-12 393	-11 457
Depreciation for the year	-1 568	-936
<b>Closing accumulated depreciation</b>	<b>-13 961</b>	<b>-12 393</b>
<b>Closing carrying amount</b>	<b>5 164</b>	<b>1 616</b>

**NOTE 16** IMPROVEMENTS TO THIRD-PARTY PROPERTY

	2024-12-31	2023-12-31
Opening acquisition values	24 630	20 875
Purchases	2 625	3 949
Sales/disposals	-91	-194
<b>Closing accumulated acquisition values</b>	<b>27 164</b>	<b>24 630</b>
Opening depreciation	-14 850	-13 837
Sales/disposals	91	194
Depreciation for the year	-1 833	-1 207
<b>Closing accumulated depreciation</b>	<b>-16 592</b>	<b>-14 850</b>
<b>Closing carrying amount</b>	<b>10 572</b>	<b>9 780</b>

**NOTE 17** ONGOING NEW CONSTRUCTION OF TANGIBLE ASSETS

	2024-12-31	2023-12-31
Opening acquisition values	1 312	0
Purchases	6 287	1 312
Capitalised own work	587	0
<b>Closing accumulated acquisition values</b>	<b>8 186</b>	<b>1 312</b>
<b>Closing carrying amount</b>	<b>8 186</b>	<b>1 312</b>

**NOTE 18** SPECIFICATION OF SHARES IN GROUP COMPANIES

Name	Capital share	Voting share	Number of shares	Book value
Fryshusets Kuns-kaps Centrum AB	100	100	1 000	100
Fryshusets Handelsgymnasium AB	100	100	1 000	100
				<b>200</b>
	Company registration number	Registered office		
Fryshusets Kuns-kaps Centrum AB	556701-7701	Stockholm		
Fryshusets Handelsgymnasium AB	556067-4672	Stockholm		

All subsidiaries are dormant, and the Danish company, Fryshuset Danmark ApS, was liquidated in 2024.

**NOTE 19** DEFERRED TAX ASSETS

	2024-12-31	2023-12-31
Difference between tax and book depreciation	5 772	4 847
<b>Deferred tax assets recognised in the balance sheet</b>	<b>5 772</b>	<b>4 847</b>

**NOTE 20** PREPAID EXPENSES AND ACCRUED INCOME

	2024-12-31	2023-12-31
Accrued school voucher	919	836
Accrued income	2 356	1 240
Prepaid expenses	15 671	10 725
	<b>18 946</b>	<b>12 801</b>

**NOTE 21** OVERDRAFT FACILITY

	2024-12-31	2023-12-31
Approved overdraft facility amount	35 000	10 000
	<b>35 000</b>	<b>10 000</b>



**NOTE 22 APPROPRIATION OF PROFIT OR LOSS**

	2024-12-31
Proposed appropriation of profit	
The Board proposes that the available profit:	
Retained profit	29 451
Profit for the year	956
	<b>30 407</b>
To be carried forward	30 407

**NOTE 23 UNTAXED RESERVES**

	2024-12-31	2023-12-31
Accumulated difference between book depreciation and planned depreciation	422	422
	<b>422</b>	<b>422</b>

**NOTE 24 LONG-TERM LIABILITIES**

	2024-12-31	2023-12-31
<b>Due later than one year after the balance sheet date</b>		
Grant for property purchase Hammarby Sjöstad	54 039	59 512
	<b>54 039</b>	<b>59 512</b>

The foundation acquired the property in Hammarby Sjöstad in 2014. The acquisition was partly financed by donations and grants. These are recognised as a long-term liability and recognised as income in line with the depreciation of the building.

**NOTE 25 ACCRUED EXPENSES AND DEFERRED INCOME**

	2024-12-31	2023-12-31
Accrued salaries and holiday pay	14 748	12 134
Accrued social security contributions	4 626	3 808
Grant for property purchase Hammarby Sjöstad*	5 472	5 472
Deferred income	1 705	777
Accrued expenses	4 603	5 119
	<b>31 154</b>	<b>27 310</b>

\* Short-term portion of recognised income from the property acquisition grant. For further description, see Note 24.

**NOTE 26** ADJUSTMENTS FOR ITEMS NOT INCLUDED IN CASH FLOW ETC.

	2024-12-31	2023-12-31
Grant for property purchase Hammarby Sjöstad	-5 472	-5 472
Depreciation	14 118	13 089
	<b>8 646</b>	<b>7 617</b>

**NOTE 27** PLEDGED ASSETS

	2024-12-31	2023-12-31
<b>For liabilities to credit institutions:</b>		
Property mortgages	51 000	51 000
Company mortgages	18 000	18 000
	<b>69 000</b>	<b>69 000</b>

The mortgages are held by Swedbank. As of the balance sheet date, the Foundation has an overdraft facility of 35000 SEK thousand and a loan totalling 5667 SEK thousand with Swedbank.

**NOTE 28** TRANSACTIONS WITH RELATED PARTIES

No transactions have occurred between the group companies.

**NOTE 29** SIGNIFICANT EVENTS AFTER THE END OF THE FINANCIAL YEAR

In March 2025, Fryshuset received SEK 18 million in core funding from the Swedish Postcode Lottery.

The Marcus and Amalia Wallenberg Memorial Fund has donated SEK 20 million to Fryshuset's planned new construction in Hammarby Sjöstad, provided that the project is fully financed.

The Marianne and Marcus Wallenberg Foundation has donated SEK 30 million to Fryshuset's planned new construction in Hammarby Sjöstad, provided that the project is fully financed.

Stockholm, on the date indicated by our electronic signature

Christer Thordson  
Chair

Birgitta Stymne Göransson

Mikael Ahlström

Caroline Arehult

Ewelina Holm

Anders Högberg

Veronica Rörsgård

Hayaat Ibrahim

Johan Oljeqvist  
Chief Executive Officer

Our audit report has been submitted on the date indicated by our electronic signature

Christine Wikström  
Authorized Public accountant  
Öhrlings PricewaterhouseCoopers AB

Jenny Grönvall Wigle  
Lay Auditor



**Disclaimer:**

*This is a translation of the Swedish language original.*

*In the event of any differences between this translation and the Swedish language original, the latter shall prevail.*

## Auditor's Report

To the Board of Directors of Stiftelsen Fryshuset, corporate identity number 802011-1582

---

### Report on the annual accounts

#### Opinion

We have performed an audit the annual accounts of Stiftelsen Fryshuset for financial year 2024. The annual accounts of the company are included on pages 63-93 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of Stiftelsen Fryshuset as of 31 December 2024 and of its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The administration report is consistent with the other parts of the annual accounts.

#### Basis for Opinion

We conducted our audit in accordance with generally accepted auditing standards in Sweden. The auditors' responsibilities according to this standard are further described in the sections Responsibilities of the Authorized Public Accountant and Responsibilities of the Lay Auditor. We are independent of the association in accordance with professional ethics for accountants in Sweden. Me as an authorized public accountant have fulfilled my ethical responsibilities in accordance with these requirements.

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

#### Other Information than the annual accounts

This document also contains other information than the annual accounts and can be found on pages 1-62. The Board of Directors are responsible for the other information.

Our opinion on the annual accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

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

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

#### Responsibilities of the Board of Directors

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

In preparing the annual accounts, the Board of Directors is responsible for the assessment of the association's ability to continue as a going concern. It discloses, as applicable, matters related to going concern and the use of the going concern basis of accounting. The going concern basis of accounting is however not applied if the administrator intends to cease operations, or have no realistic alternative but to do so.

## **Responsibilities of the Authorized Public Accountant**

My objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As a part of my audit according to ISA, I undertake professional judgments and have a professionally sceptical approach during the entire audit. In addition, I execute the following activities:

- I identify and assess the risk of material misstatement in the annual accounts and consolidated accounts, whether due to fraud or error, design and execute audit measures based, amongst other things, on these risks and obtain audit evidence which is sufficient and appropriate to comprise the basis of my opinion. The risk for failing to identify material misstatements arising due to fraud is greater as regards a material misstatement due to error, as fraud can include engagement in collusion, forgery, intentional omission, incorrect information or disregard of internal control.
- I obtain an understanding of that portion of the Foundation's internal control having significance to my audit to design audit measures which are appropriate with regard to the circumstances but I do not express an opinion on the effectiveness of the internal control.
- I evaluate the appropriateness of the accounting policies applied and the reasonability of the administrator's estimations in the accounts and associated disclosures.
- I test the appropriateness of the Board of Director's application of the assumption of going concern in preparing the annual accounts. I test, based on the audit evidence obtained, whether there are significant factors of uncertainty referring to such events or circumstances that can lead to significant doubt as to the association's capacity to continue its operations. If I come to the conclusion that there are significant factors of uncertainty, I am required to provide a statement in the Auditor's Report, noting that the disclosures in the annual accounts involve factors of uncertainty, provided that such information is insufficient, modifying my opinion regarding the annual accounts. My conclusions are based on the auditor's evidence obtained up until the date of the Auditor's Report. However, future events or circumstances can imply that the Foundation can no longer continue its operations.
- I evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and if the annual and consolidated accounts reflect the underlying transactions and events in a manner providing a true and fair view.

I am required to inform the Board of Directors of, amongst other things, the planned scope of the audit and its focus, and the time schedule for the audit. I am also required to inform on any significant observations made during the audit, including any identified significant deficiencies in the internal control.

## **Responsibilities of the Lay Auditor**

I am required to perform an audit in accordance with the Foundations Act and thus in accordance with generally accepted auditing standards in Sweden. My objective is to obtain a reasonable assurance about whether the annual accounts have been prepared in accordance with the Annual Accounts Act and whether the annual accounts give a true and fair view of the associations's results and position.

## Report on other legal and regulatory requirements

### Opinion

In addition to our audit of the annual accounts, we have also audited the administration of the Board of Directors of Stiftelsen Fryshuset for financial year 2024.

In our opinion the members of the Board of Directors have not acted in contravention of the Foundations Act, the Foundation's Regulations or the Annual Accounts Act.

### Basis for Opinion

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the association in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

### Responsibilities of the Board of Directors

The Board of Directors is responsible for the administration according to the Foundations Act and the Foundation's Regulations.

### Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the association, or reason for removal of any member of the administration, or
- has, in any way, acted in contravention of the Foundations Act, the Foundation's Regulations or the Annual Accounts Act.

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

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

Stockholm on the date indicated by our electronic signature

Christine Wikström,  
Authorized Public accountant  
Öhrlings PricewaterhouseCoopers AB

Jenny Grönvall Wigle,  
Lay Auditor



"When you have found the path behind the thickets, tell of it. Not where it leads. Only that it exists"

ANDERS CARLBERG, FOUNDER OF FRYSHUSET



FRYSHUSET