



ANNUAL REPORT

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Management Report

SEI TALLINN IN 2017

2017 marked many significant milestones in SEI Tallinn activities. Amongst others, 2017 we also celebrated with a series of events, initiatives the **25 years of SEI Tallinn's activity**. Celebrations culminated with an anniversary event with our partners on 9th January 2018. The event looked back at transformations during the last quarter of a century as well at the challenges for the next 25 years. SEI Tallinn was honoured to have the Estonian President Kersti Kaljulaid and the Swedish State Secretary to the Minister for International Development, Cooperation and Climate of Sweden, Ms Eva Svedling as guests and contributors to our anniversary seminar. In addition to that, we produced short videos about key topics for SEI Tallinn which can be seen here: <http://www.seit.ee/et/seitallinn25>.

2017 was also a year of the **Estonian Presidency of the Council of the European Union**. SEI Tallinn contributed actively to raise the profile of our centre and SEI as whole at European level by writing opinion pieces, participating as speakers and moderators at various key presidency events in (dedicated to energy, climate, nature-based solutions, environmental data etc).

In September, SEI Tallinn Supervisory Board approved our centre roadmap, which laid out 8 following main lines of action for next 3 years, key performance indicators (e.g. annual revenue, FTE, publications, media mentions, hit rate, employee satisfaction index, no of collaboration projects with SEI centres) to track annually our progress towards the strategic goals. Coming years will mean focus on achieving those targets that we have set for ourselves.

To support modern and functional working environment, SEI Tallinn board also supported the decision to move new offices and we are in the active preparation phase to relocate Tallinn office to new premises in Q2 2018.

Throughout the year, we also focused on further strengthening the collaboration with other SEI centres. Annual Science Forum in Bangkok was a success in terms of active participation, new contacts made and areas of possible joint activities mapped. SEI Tallinn experts contributed considerably to the new SEI wide initiatives dedicated to bio-economy and urban issues. Also, we managed to secure funding for a joint project together on CO2 reduction with SEI Africa, we are in the process of developing a number of joint project ideas for 2018, which will ensure the positive trend of increased collaboration with other centres.

In 2017 we also put a lot of emphasis in HR issues. We updated our employment contracts, participated in mentor program and leadership assessment program, renewed salary and benefits policies and assessed work-life balance and equity issues. Also, we will further work with incentives to support personal development and collaboration with other centres.

Finances: The revenue for 2017 decreased a bit compared to the actual outcomes in 2016 but still remained in the level forecasted with the revenue of 795 thousand euros. In 2017 we put a lot of emphasis on developing a solid pipeline of projects and we expect this work to deliver 12% growth in revenues in 2018 reaching all time high of 890 000 euros. Currently we are on good track with 78% of that forecasted revenue being secured with projects.

Human resources: As of 31st of December 2017, **SEI Tallinn team** includes 17 persons (4M/13F), one employee is on parental leave. During 2017 two new employees were hired and four left SEI Tallinn. Concerning research qualification, we have six PhD degree researchers. Two researchers are currently PhD students.

MAIN ACTIVITIES

In order to deliver positive changes, the SEI global strategy focuses on scientific research, policy engagement and capacity building. SEI Tallinn's activities are aimed at identifying different environmental and developmental problems facing society as well as finding and developing solutions for these problems. The main parts of SEI Tallinn's activities are aimed at integrating environmental sustainability into economic and social areas, raising awareness of these issues as well as building capacity among different stakeholders in Estonia, the Baltic Sea region and Central and Eastern Europe.

Climate and Energy Programme: 3 employees - three senior experts and one junior expert. The programme supports the analysis global and EU energy and climate policies as well as governance. The programme analyses scenarios of greenhouse gas reduction and climate change mitigation and adaptation, as well as policy instruments of meeting energy efficiency targets. The SEI LEAP tool is widely used for that. The programme staff carries out impact assessments and integration of environment and climate into sectoral policies. Capacity building and stakeholder engagement are also key methods to achieve the aims of the programme.

Environmental Economics Programme: 4 employees – three senior experts and one junior expert (on parental leave). The programme carries out socio-economic impact assessments, valuation of ecosystem services and natural capital, and environmental resources. In addition we do economic analysis of environmental policy instruments and regulations, study monetary indicators of sustainable development and analyse green financing instruments like green bonds.

The Environmental Management Programme: 3 employees – two senior experts, one junior expert. The programme mainly deals with policy implementation related to environmental management in different sectors. Work focuses on policy issues such as, sustainable consumption and production as well as circular economy and sustainable use of natural resources. A major focus is on the capacity building on various stakeholders and knowledge transfer of best practices in environmental management systems (EMAS, Green Office system and Green Key label), life cycle-based environmental and economic assessments, circular economy business models and sustainable tourism.

Sustainable Development programme: 6 employees – five senior experts, one programme assistant. The programme focuses on environmental policy and governance analysis, impact assessment and stakeholders' engagement systems. The focus areas of research are environmental assessment methodology and application, urban biodiversity, ecosystem services, sustainable transport and mobility. The programme organises workshops and conferences (such as the biannual Sustainable Development Conference), and training courses and lectures.

RESEARCH AND PUBLICATIONS

SEI Tallinn has actively continued being engaged in several research programmes important for the EU and the Baltic Sea Region. As previously, in 2017 we also participated in research projects under Horizon 2020, BONUS, INTERREG, the Nordic Council of Ministers, etc., many of which already provided input for publications or will do that in the coming years.

One of the main outcomes of SEI Tallinn's scientific research is scientific publications in leading journals. To further stimulate publication activities, we continued to provide financial bonuses to SEI Tallinn's researchers per every academic publication to cover the time and effort that has gone into producing high quality work. Scientific outcomes are also be presented via policy or discussion briefs to various stakeholders, including policy makers.

Out of 41 projects in 2017 listed below, the following are **scientific and applied research projects**:

1. BONUS Go4Baltic - Coherent policies and governance of the Baltic Sea Ecosystems.
2. HERON - Forward-looking socio-economic research on energy efficiency in EU countries. Financed by the EC Horizon 2020; Consortium Leader National and Kapodistrian University of Athens, GR.
3. NATTOURS - Sustainable urban nature routes using new IT solutions in cooperation with the Cities of Tallinn and Helsinki, EU INTERREG CB, in the process of contract negotiations.
4. RDI2CluB - Rural RDI milieus in transition towards smart Bioeconomy Clusters and innovation ecosystems
5. BLASTIC - Plastic waste pathways into the Baltic Sea, EU INTERREG CB, in the process of contract negotiations.
6. ENLARGE - Energies for Local Administrations: Renovate Governance in Europe. EC Horizon 2020.
7. EN'ROUTE - Enhancing Resilience of Urban Ecosystems through Green Infrastructure
8. UN ECE Environmental Performance Review in Bosnia& Herzegovina.
9. ENERPO - Energy production improvement based on dynamic mobile positioning data.
10. CAPITAL - Arctic Freshwater Capital in the Nordic Countries.
11. Nordic Green to Scale - Analysis of Nordic green solutions deployment opportunities.
12. Review and update of the methodology for preparing the packaging report.
13. Estimating Generation Adequacy for Elering
14. Baltic Sea Platform for Change – MIRACLE - additional SEI regional co-funding project that enables to map and synthesise SEI research interests in the Baltic Sea Region and develop new research ideas for external funding. SEI Stockholm and SEI Tallinn.
15. Wallenberg foundation project on Green Financing with York and Stockholm Centres
16. SEI initiative TDRR - Transforming Development and Disaster Risk, phase 2.
17. Expert Network on Second Opinions (ENSO), phase 3 – 6.
18. SEI Initiative P2CS - Producer to Consumer Sustainability phase 2.
19. NCA SEI - The role of environmental economic accounts in portfolio management of inclusive wealth of nations.
20. Worldwide Health and Wellbeing across SEI Centre Locations.

SEI-wide initiatives have been instrumental internal financing instruments in building a critical mass of competences around these topics. It has been positive that over the last two years SEI Tallinn's involvement in the initiatives has grown.. In 2017, our researchers were involved in the following initiatives: Phase 2 (2017-2018) of SEI Initiative P2CS – Production to Consumer Sustainability, SEI initiative TDDR – Transforming Development and Disaster Risk.

Also SEI Tallinn experts contributed significantly to the development 2 new initiatives – one on urban and the other on bioeconomy issues.

SEI Tallinn, in consortium with many other Estonian and European universities, participated in several research programmes. Long-lasting collaboration has taken place with organisations such as IVL, SYKE, Warsaw University, etc. In Estonia, depending on the topic, our most frequent collaborators are Tartu

University, Tallinn University of Technology, Estonian University of Life Sciences, Tallinn University and Estonian Academy of Arts.

SEI Tallinn's researchers actively give lectures at the University of Tartu, Tallinn University, Tallinn University of Technology, and the Estonian University of Life Sciences.

International projects:

1. BONUS Go4Baltic - Coherent policies and governance of the Baltic Sea Ecosystems.
2. HERON - Forward-looking socio-economic research on energy efficiency in EU countries. Financed by the EC Horizon 2020; Consortium Leader National and Kapodistrian University of Athens, GR.
3. GIFT for Europe - Green Ideas for Tourism for Europe. EU programme ERASMUS+.
4. NATTOURS - Sustainable urban nature routes using new IT solutions in cooperation with the Cities of Tallinn and Helsinki, EU INTERREG CB, in the process of contract negotiations.
5. RDI2CluB - Rural RDI milieus in transition towards smart Bioeconomy Clusters and innovation ecosystems
6. BLASTIC - Plastic waste pathways into the Baltic Sea, EU INTERREG CB, in the process of contract negotiations.
7. HELCOM TAPAS - Development of HELCOM tools and approaches for the Second Holistic Assessment of the Ecosystem Health of the Baltic Sea.
8. HELCOM SPICE - Implementation and development of key components for the assessment of Status, Pressures and Impacts, and Social and Economic evaluation in the Baltic Sea marine region.
9. ENLARGE - Energies for Local Administrations: Renovate Governance in Europe. EC Horizon 2020.
10. ENROUTE - Enhancing Resilience of Urban Ecosystems through Green Infrastructure
11. IEEP Ecotax - Capacity building, programmatic development and communication in the field of environmental taxation and budgetary reform.
12. Service Contract for providing support to the assessment of the Water Framework Directive and Floods Directive's Plans and Implementation for the European Commission.
13. UN ECE Environmental Performance Review in Bosnia& Herzegovina.
14. Towards Baltic 2030 - from talk to work. CBSS seed money SDG project.
15. ENHANCE - EMAS as a Nest to Help and Nurture the Circular Economy. Interreg Europe.
16. ENERPO - Energy production improvement based on dynamic mobile positioning data.
17. CAPITAL - Arctic Freshwater Capital in the Nordic Countries.
18. Nordic Green to Scale - Analysis of Nordic green solutions deployment opportunities.

National projects:

19. Coordination of European Green Key in Estonia. Green Key is a voluntary eco-label for tourism facilities promoting sustainable tourism and aims to contribute to the prevention of climate change by awarding and advocating facilities with good initiatives.
20. Capacity Building on Short Lived Climate Pollutants in Estonia, in collaboration with SEI York and US.
21. Environmental handbook for Estonian Defence Forces.
22. Development and implementation of industrial textile waste upcycling method and certification scheme.
23. Prevention and reduction of food waste and food loss.
24. Handbook of Strategic Environmental Assessment.
25. Participation in the Network of Environmental NGOs.
26. Assistance to and secretariat for the Estonian Association for Environmental Management.

27. Carbon Footprint of Est-For biorefinery
28. Analysis of factors influencing waste collection and recycling targets.
29. Review and update of the methodology for preparing the packaging report.
30. Briefing on "Circular economy with focus on waste and renewable energy and sustainable bioenergy in Estonia"
31. Review and adaptation of the application of Tallinn City to the Commission on European Green Capital Award
32. Estimating Generation Adequacy for Elering
33. Implementation of EMAS in TVO

SEI cross-centre projects:

34. Baltic Sea Platform for Change – MIRACLE - additional SEI regional co-funding project that enables to map and synthesise SEI research interests in the Baltic Sea Region and develop new research ideas for external funding. SEI Stockholm and SEI Tallinn.
35. Wallenberg foundation project on Green Financing with York and Stockholm Centres
36. SEI initiative TDRR - Transforming Development and Disaster Risk, phase 2.
37. Expert Network on Second Opinions (ENSO), phase 3 – 6.
38. SEI Initiative P2CS - Producer to Consumer Sustainability phase 2.
39. SEI Urban Initiative - Equitable Urbanisation for health and wellbeing.
40. NCA SEI - The role of environmental economic accounts in portfolio management of inclusive wealth of nations.
41. Worldwide Health and Wellbeing across SEI Centre Locations.

Publications

In 2017, SEI Tallinn experts published 12 publications (articles, monographs, project reports and other publications).

Peer-reviewed articles in journals:

Granit, J., B. Liss Lymer, S. Olsen, T. Tengberg, S. Nömmann, T.J. Clausen (2017). A conceptual framework for governing and managing key flows in a source-to-sea continuum. *Water Policy*, 19 (2). DOI: [10.2166/wp.2017.126](https://doi.org/10.2166/wp.2017.126).

Moora, H., I. Roos, U. Kask, L. Kask, K. Õunapuu (2017). Determination of biomass content in combusted municipal waste and associated CO2 emissions in Estonia. *Energy Procedia*, vol. 128. Pp. 222-229. <https://doi.org/10.1016/j.egypro.2017.09.059>

Aus, R., Moora, H., Vihma, M., Belmane, N. (2017). Student Innovation Labs in Design Education: The Case of the Sustainable Design Lab at the Estonian Academy of Arts. *Cumulus REDO conference 2017: Cumulus Kolding 2017*. Design School Kolding & Cumulus International Association. www.sciencedirect.com

A book/monograph

Peterson, K., R. Kutsar, P. Metspalu, S. Vahtrus, H. Kalle (2017). Keskkonnamõju strateegilise hindamise käsiraamat [Strategic Environmental Assessment Manual]. Tallinn: Keskkonnaministeerium. ISBN 978-9949-9736-2-0. <http://seit.ee/publications/4693.pdf>

Moora, H., Piirsalu, E. (2017) Environmental Management Handbook for Estonian Defence Forces. SEI Tallinn. Ministry of Defence. <http://www.digar.ee/arhiiv/nlib-digar:320945>

Chapter in book

Nõmmann, T., S. Pädam (2017). Public Policies towards Marine Protection - Benchmarking Estonia to Finland and Sweden. In: Bali Swain, R (Ed.). Environmental Challenges in the Baltic Sea Region (115–141). London: Palgrave Macmillan. DOI: [10.1007/978-3-319-56007-6_5](https://doi.org/10.1007/978-3-319-56007-6_5)

Poltimäe, H., M. Jüssi (2017). Factors Affecting Choice of Travel Mode in Tallinn. In: Bali Swain, Ranjula (Ed.). Environmental Challenges in the Baltic Region. A Perspective from Economics (135–153). Palgrave Macmillan. DOI: [10.1007/978-3-319-56007-6](https://doi.org/10.1007/978-3-319-56007-6)

Silveira, S., D. Khatiwada, S. Leduc, F. Kraxner, B.K. Venkata, V. Tilvikine, V. Gaubye, F. Romagnoli, E. Taurate, S. Kundas, D. Blumberga, K. **Peterson**, K. Utsar, E. Vigants, A. Kalinichenko (2017). Opportunities for bioenergy in the Baltic Sea Region. Energy Procedia, 128, 157–164. DOI: <http://10.0.3.248/j.egypro.2017.09.036>

Published research project report or study:

Kallaste, T., M. Jüssi, K. Kirsimaa, V. Lahtvee, K. Tamjärv (2017). Lühiajalise kliimamõjuga õhusaasteainete mõju hindamine [Assessment of Short Lived Climate Pollutants]. 116 pp. [Lühiajalise kliimamõjuga õhusaasteainete mõju hindamine_Projekti nr 9389_Täiendatud Aruanne 30 08 2017.pdf](http://www.digar.ee/arhiiv/nlib-digar:320945)

Kaaret, K., K. Peterson (Ed.) (2017). Ülevaade erakondade keskkonnalubadustest valimisplatvormides Eesti 2017. aasta kohalike omavalitsuste volikogude valimistel [Environmental pledges in election platforms of political parties of local elections in Estonia in 2017]. 31 pp. <http://seit.ee/publications/4719.pdf>

Kirsimaa, K., M. Jüssi, K. Kuusk (2017). National Report for Estonia. National Reports on Energy Efficiency policy scenario analysis for residential and transport sectors. 91 pp. http://seit.ee/file_dl.php?file_id=591

Kirsimaa, K., M. Jüssi, T. Kallaste, K. Kuusk, K. Peterson (2017). Overcoming energy efficiency barriers in buildings and transport: Estonia. In: Dr. Lulin Radulov (Ed.). Forward-looking socio-economic research on Energy Efficiency in EU countries (19–25). BSERC, Bulgaria: Black Sea Energy Research Centre. (Special Edition Vol. 2). <http://heron-project.eu/index.php/publications/editions>

INPUT INTO POLICYMAKING

SEI Tallinn experts have long-standing experience in policy engagement and influence through working with public sector decision-makers at European, regional, national and local level. We have actively also been following the activities lead by Policy Director and contributed to the discussions about future activities and focuses of SEI policy engagement work at Science Forum in the summer of 2017, in order to share our experience from transition experiences in our region.

Several SEI Tallinn's employees are engaged as experts in national level expert groups and commissions:

- Dr Kaja Peterson is the member of the Monitoring Committee of the Rural Development Plan 2014-2020 as the representative of the Council of the Environmental NGOs. K. Peterson was the chairman of the national Commission for Sustainable Development until April 2017. K. Peterson is also the member of the national commission of licencing of EIA experts at the Ministry of the Environment.
- Dr Tiit Kallaste and Lauri Tammiste are members of Advisory Board of Energy of the Ministry of Economic Affairs and Communications. Tiit Kallaste is Member of the Energy Council of the Estonian Academy of Science.
- Dr Harri Moora is regularly advising and consulting the Ministry of the Environment on food waste and other waste-related issues.
- Tea Nõmmann took part of the HELCOM ESA expert network activities, as a nationally appointed environmental economist.
- SEI Tallinn's experts Tea Nõmmann and Heidi Tuhkanen with other international partners took part in the HELCOM TAPAS and HELCOM SPICE projects to develop methodologies for economic values of ecosystems in the HOLAS II report.
- Tea Nõmmann compiled a case on Estonian mineral resources' taxation for the IEEP project „Capacity building, programmatic development and communication in the field of environmental taxation and budgetary reform“ and gave presentation of the case at the Workshop on capacity building for circular economy related economic instruments, Amsterdam, 10 March.

The majority of SEI Tallinn's research projects' work plans include regular meetings with stakeholders, beneficiaries and decision-makers. We encourage our junior researchers to actively participate in those meetings. We also encourage our centre staff to regularly publish policy briefs and guidelines. Also, our communication manager has supported researchers to better communicate their work in order to make our project output more visible and easier to grasp/use for decision-makers.

We take part in the policy development committees and processes. We also invite policymakers and opinion leaders in the field of sustainable development to be keynote speakers in our events.

Our researchers are regularly invited to participate in the work of expert commissions and committees at a national and international level. A good level of scientific research and a wide knowledge of the sustainable development issues are a prerequisite for this practice to continue. During the Presidency of Council of European Union by Estonia in the second half of 2017, SEI researchers contributed to several key presidency events as panellists, moderators, participants.

With our work, we provide input to analysing problematic societal issues and finding alternative solutions to them in Estonia, in the Baltic Sea Region as well as at the European level.

CAPACITY BUILDING

The SEI global strategy has three focal points: research, policy building and capacity development. To strengthen the impact of research, providing capacity development and trainings for decision makers is essential. Therefore, SEI Tallinn is engaging in many capacity development projects. In 2017 they were the following:

1. HELCOM TAPAS - Development of HELCOM tools and approaches for the Second Holistic Assessment of the Ecosystem Health of the Baltic Sea.
2. HELCOM SPICE - Implementation and development of key components for the assessment of Status, Pressures and Impacts, and Social and Economic evaluation in the Baltic Sea marine region.

3. Coordination of European Green Key in Estonia. Green Key is a voluntary eco-label for tourism facilities promoting sustainable tourism and aims to contribute to the prevention of climate change by awarding and advocating facilities with good initiatives.
4. Capacity Building on Short Lived Climate Pollutants in Estonia, in collaboration with SEI York and US.
5. Development and implementation of industrial textile waste upcycling method and certification scheme.
6. Prevention and reduction of food waste and food loss.
7. Introducing the Handbook on Strategic Environmental Assessment to the Estonian Association of Impact Assessment
8. Participation in the Network of Environmental NGOs.
9. Assistance to and secretariat for the Estonian Association for Environmental Management.
10. Carbon Footprint of Est-For biorefinery

ORGANISATION

MANAGEMENT

Daily activities at SEI Tallinn are administered by the Centre Director (CD), the single member of the Management Board. At the centre level the Senior Management Team (SMT) is an advisory body for the Centre Director. SMT consists of the Centre Director, Financial Director and Programme Directors. SMT meets approximately once a month, except during summer time. General staff meetings take place every Monday.

The Centre Management Board (i.e. CD) is supervised by the SEI Tallinn Supervisory Board. There are three members appointed by the founder, the Stockholm Environment Institute. Board members include Johan Kuylenstierna, Executive Director of SEI (Chairman of the Board), Dr Erik Puura, Vice Rector for Development and Acting Chancellor of Tartu University, and Linnar Viik, lecturer and member of the Council at IT College in Estonia, member of the European Institute for Innovation & Technology Governing Board and the Estonian Research and Development Council.

SEI Tallinn follows the SEI strategy and policies, and the Centre Director is reporting also to the SEI Executive Director and the SEI Board. The Centre Director Lauri Tammiste is a member of the SEI Management Team (MT), which consists of all Centre Directors and other Directors. MT is a decision-making body in terms of SEI-wide policies and strategies.

Two SEI Global Employee Representatives participate in the Board meetings as non-voting members and are part of the SEI Management Team. For the second half of 2017, Heidi Tuhkanen from SEI Tallinn centre was one of the SEI Global Employee Representatives.

COMMUNICATION

SEI Tallinn published press releases and news in our various channels about new research results, events and publications, also in collaboration with other organisations and commissioning bodies such as the Estonian Ministry of the Environment or one of the leading local supermarket chains, RIMI. News about SEI Tallinn's work was also present on the www.sei-international.org website.

For the first time, SEI Tallinn's comments on electronic mobility in Estonia were included in the Spanish daily newspaper El Pais, in [Spanish](#) and in [English](#).

During the year, a great deal of energy and time was also invested into the digital redesign process. SEI Tallinn's homepage www.seit.ee will become part of the visually rebranded www.sei.org website in 2018 which has meant putting a lot of time into decisions about which content to leave behind and which content to bring onto the new website as well as the technical preparations for the website migration.

2017 also marked 25 years of SEI Tallinn's activity in Estonia which was celebrated with our partners on 9th January 2018. The event looked back a quarter of a century to the immense change that Estonia and the region has gone through in the context of sustainable development as well as looking into possible developments in the field during the next 25 years. SEI Tallinn was very glad to welcome the Estonian President Kersti Kaljulaid and the Swedish State Secretary to the Minister for International Development, Cooperation and Climate of Sweden, Ms Eva Svedling as guests to our anniversary seminar, amongst its distinguished guests.

Other outputs during 2017 to mark our anniversary year included the production of short videos about key topics for SEI Tallinn which can be seen here: <http://www.seit.ee/et/seitallinn25>, as well as participating in several presidency events. Also, SEI Tallinn offered a training on environmental issues to the Estonian National Youth Council who organised debates for young candidates during the local elections in October 2017 and their audiences who, for the first time in history, included also 16-year olds.

2017 was also a year of the Estonian Presidency of the Council of the European Union. SEI Tallinn produced an [opinion piece in Euractiv](#) to mark the beginning of this first ever 6 month responsibility for Estonia with an analysis and recommendations on the environmental targets during the tenure.

Furthermore, SEI Tallinn also co-organised and participated at a seminar held at the Swedish Embassy in Tallinn in the context of the informal meeting of environment ministers on 13-14 of July. The seminar included also the Swedish State Secretary Per Ångquist who was interested in finding ways of collaborating with Estonia on digital solutions in the environmental field. SEI Tallinn contributed to the discussion with an overview of plastic marine litter in the Baltic Sea.

In October, the conference on [Nature-based Solutions](#) was organised in Tallinn, also in the framework of the presidency. SEI Tallinn was very glad to organise Steve Cinderby to be one of the conference speakers on the topic of [green spaces and their effect on the well-being of people](#).

For the third time, SEI Tallinn was invited to take part at the very popular **Estonian opinion festival** called Arvamusfestival (www.arvamusfestival.ee). Kaja Peterson represented SEI Tallinn in the discussion about "PÕXIT" or Estonia exiting its oil shale-based energy, a term that Kaja Peterson herself has coined. Maarja Jõe joined a discussion on food security and health at the Prejudice Festival of South East Estonia (Eelarvamusfestival).

SEI Tallinn continued to publish [quarterly newsletters](#) which since 2016 have been issued also in English in addition to the Estonian version. SEI Tallinn's news stories were also present in **SEI's newsletters**.

In 2017, SEI Tallinn also finalised its roadmap for **2018-2020**. The communication goals in the roadmap support the general strategy of the Tallinn centre and more specifically concentrate on an increased level of opinion pieces, webinars organised by the centre, international communication and enhancing communication through joining forces with partnering organisations in our projects. These keywords were increasingly a guiding principle for communication activities in 2017 and will continue to do so in the years to come.

EMPLOYEES

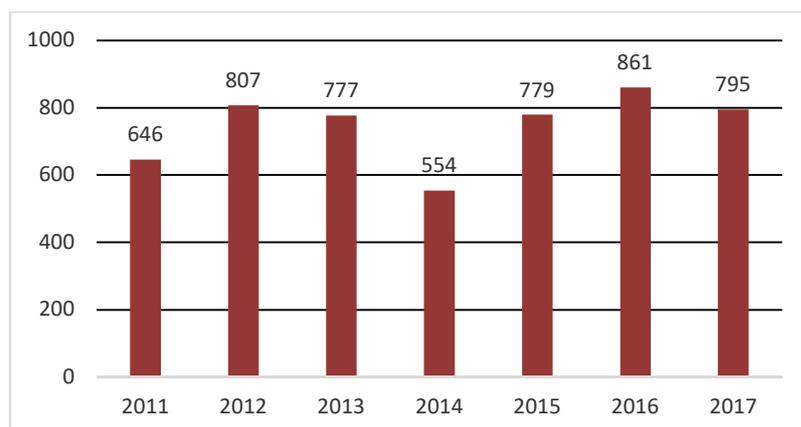
As of 31st of December 2017, **SEI Tallinn has 17 employees**, one of them are on parental leave. The full time equivalent of employees as of 31.12.2017 was 14. Labour costs with social insurance payments comprised a total of 564,542 Euros (547,972 Euros in 2016), out of which fees paid to the Board member including social insurance payments totalled 97,211 Euros in 2017 (74,835 Euros in 2016).

FUNDING

SEI Tallinn's revenue for 2017 was a bit decreased compared to the actual revenue 2016, totalling 795 thousand Euros (2016: 861 thousand Euros). SEI Tallinn aims at further increasing the revenues for 2017 by actively taking part in suitable national and international research procurements as they are launched.

The scientific and developmental research as well as the implementation activities carried out by SEI Tallinn and driven by public interest is funded by several sources. SEI Tallinn receives its income mainly (over 50%) from public sector organisations: institutions of the Estonian state, county or local administration and other public sector institutions as well as the European Union and other member states' public sector finance programmes.

SEI Tallinn's revenues 2011-2017 are presented in the graph below (*thousand Euros*):



SEI Tallinn's funding sources (%) 2011-2017:

Funding sources	2011	2012	2013	2014	2015	2016	2017
(% of total annual revenues)							
European Commission	43	44	35	15	12	27	32
Other International Organizations (incl. SEI)	11	14	26	24	12	36	41
EEA	0	0	0	11	44	1	0
Estonian Universities	1	2	1	1	0	0	0
Estonian Non-Governmental Sector	2	4	5	8	3	2	2
Estonian Private Sector	3	6	2	1	3	2	5
Estonian Government Sector	27	20	18	20	14	21	8
SEI Core fund	13	10	13	20	12	11	12
TOTAL:	100	100	100	100	100	100	100
EUR thousand	646	807	777	555	779	861	795

Proposals and tenders

Altogether 35 proposals/tenders were submitted in 2017 for various research and development funding schemes and public tenders. About two thirds of the proposals were submitted to international funding schemes (INTERREG, Horizon 2020, SIDA, BONUS, Erasmus+ and others) and the rest of the proposals to either Estonian funders (Estonian Environmental Investment Centre) or tenders (e.g. Ministry of the Environment, Estonian Research Council, Centre for Defence Investment and the companies).

Overview of the projects and customers/funders in 2017

Table 3. SEI Tallinn's projects and funders in 2017

No	Project	Customer/Financer
LAURI TAMMISTE		
1	Nordic Green to Scale 2 - Analysis of nordic green solutions deployment opportunities	Finnish Innovation Fund Sitra
CLIMATE AND ENERGY		
2	Forward-looking socio-economic research on energy efficiency in EU countries / HERON	National and Kapodistrian University of Athens, GR / European Commission, Horizon 2020
3	Capacity Building on Short Lived Climate Pollutants in Estonia	Estonian Environmental Investment Centre, SEI matching fund
4	Estimating Generation Adequacy for Elering	Elering AS
ENVIRONMENTAL ECONOMICS		
5	Baltic Sea Platform for Change – MIRACLE	SEI
6	Capacity building, programmatic development and communication in the field of environmental taxation and budgetary reform	Institute for European Environmental Policy, IEEP
7	Greening investments in the face of climate risk	SEI Stockholm/CICERO/Wallenberg Foundation
8	Expert Network on Second Opinions (ENSO) III - VI	SEI Stockholm / CICERO
9	SEI Urban Initiative - Equitable Urbanisation for health and wellbeing	SEI / Programme Support New Initiatives
10	SEI Initiative Transforming Development and Disaster Risk II	SEI / Programme Support New Initiatives
11	CAPITAL - Arctic Freshwater Capital in the Nordic Countries	Nordic Council of Ministers
12	HELCOM TAPAS - Development of HELCOM tools and approaches for the Second Holistic Assessment of the Ecosystem Health of the Baltic Sea.	LIFE and HELCOM
13	HELCOM SPICE - Implementation and development of key components for the assessment of Status, Pressures and Impacts, and Social and Economic evaluation in the Baltic Sea marine region.	LIFE and HELCOM
14	SEI P2CS II - SEI Initiative Producer to Consumer Sustainability	SEI / Programme Support New Initiatives

15	NCA SEI - The role of environmental economic accounts in portfolio management of inclusive wealth of nations.	SEI Stockholm
ENVIRONMENTAL MANAGEMENT		
16	BLASTIC - Plastic waste pathways into the Baltic Sea	Keep Sweden Tidy/ INTERREG Central Baltic Programme 2014-2020
17	GIFT for Europe - Green Ideas for Tourism for Europe	EU programme ERASMUS+
18	Assistance of the Estonian Association for Environmental Management	Estonian Association for Environmental Management (EKJA)
19	Coordination of Green Key in Estonia	Enterprise Estonia (EAS)/ European Social Fund
20	ENHANCE - EMAS as a Nest to Help and Nurture the Circular Economy.	Interreg Europe
21	Prevention and reduction of food waste and food loss	Estonian Environmental Investment Centre
22	Development and implementation of industrial textile waste upcycling method and certification scheme	NPO ReUse
23	Environmental handbook for Estonian Defence Forces	Ministry of Defence
24	Carbon Footprint of Est-For biorefinery	Est-For Invest
25	Analysis of factors influencing waste collection and recycling targets	Tallinn City Environment Department
26	Analysis of the Estonian packaging accounting and reporting system.	Ministry of the Environment
27	Implementation of EMAS in TVO	TVO
28	Briefing on "Circular economy with focus on waste and renewable energy and sustainable bioenergy in Estonia"	Milieu Ltd
SUSTAINABLE DEVELOPMENT		
29	ENLARGE - Energies for Local Administrations: Renovate Governance in Europe	Instituto per la Ricerca Sociale Scarl/European Commission, Horizon 2020
30	NATTOURS - Sustainable urban nature routes using new IT solutions	Tallinn Environmental Department/INTERREG Central Baltic Programme 2014-2020
31	Go4Baltic - Coherent policies and governance of the Baltic Sea Ecosystems	Arhus University, Denmark (project coordinator) /European Commission, BONUS: Sustainable ecosystem services
32	RDI2CluB - Rural RDI milieus in transition towards smart Bioeconomy Clusters and innovation ecosystems	Jyväskylä University of Applied Sciences/INTERREG Baltic Sea Region Programme
33	En'Route - Enhancing Resilience of Urban Ecosystems through Green Infrastructure	European Commission
34	Service Contract for providing support to the assessment of the Water Framework Directive and Floods Directive's Plans and Implementation for the European Commission	Milieu Ltd.

35	UN ECE Environmental Performance Review in Bosnia& Herzegovina	United Nations Economic Commission for Europe
36	ENERPO - Energy production improvement based on dynamic mobile positioning data	European Regional Development Fund (Interreg Seed Money Programme)
37	Review and adaptation of the application of Tallinn City to the Commission on European Green Capital Award	Tallinn City Environment Department
38	Towards Baltic 2030 - from talk to work. CBSS seed money SDG project	Council of the Baltic Sea States Secretariat
39	Worldwide Health and Wellbeing across SEI Centre Locations	SEI Seed and Innovation Fund
40	Handbook of Strategic Environmental Assessment	Estonian Ministry of the Environment
41	Participation in the Network of Environmental NGOs	Estonian Ministry of the Environment

SEI TALLINN'S GOALS FOR 2018

In 2017, SEI Tallinn showed stable and solid performance in terms of projects executed, proposals submitted, capacity building delivered and policy engagement. In order to continue that positive trend in 2018, we will focus on:

- Increasing fundraising and project proposal activities and building strategic partnerships with international funders, donors
- Further utilizing the collaboration possibilities within the SEI global network, especially with SEI offices in developing countries
- Attracting additional key people to contribute to growth, especially in data and modelling related areas
- Continue building a stronger profile in the Eastern and Central European region
- Continue on improving work-life balance
- Relocate to new modern premises

At the time of the annual report compilation in January 2018 there were about 22 projects in process.

The annual accounts

Statement of financial position

(In Euros)

	31.12.2017	31.12.2016	Note
Assets			
Current assets			
Cash and cash equivalents	181 956	181 078	2
Receivables and prepayments	256 038	267 143	3
Inventories	700	1 251	
Total current assets	438 694	449 472	
Non-current assets			
Property, plant and equipment	14 601	22 050	5
Total non-current assets	14 601	22 050	
Total assets	453 295	471 522	
Liabilities and net assets			
Liabilities			
Current liabilities			
Payables and prepayments	231 835	255 883	7
Total current liabilities	231 835	255 883	
Total liabilities	231 835	255 883	
Net assets			
Foundation/Issued capital	87 152	87 152	
Reserves	3 786	5 543	
Accumulated surpluses (deficits) from previous periods	122 944	121 842	
Surplus (deficit) for the period	7 578	1 102	
Total net assets	221 460	215 639	
Total liabilities and net assets	453 295	471 522	

Statement of revenues and expenses

(In Euros)

	2017	2016	Note
Revenue			
Grants and donations	667 788	684 259	8
Business income	125 595	174 291	9
Other income	1 833	2 439	
Total revenue	795 216	860 989	
Expenses			
Other operating expense	-205 773	-276 717	10
Employee expense	-570 445	-563 291	11
Depreciation and impairment loss (reversal)	-10 631	-12 639	5
Other expenses	-633	-3 378	
Total expenses	-787 482	-856 025	
Surplus (deficit) from operating activities	7 734	4 964	
Interest income	19	15	
Other financial income and expense	-175	-3 877	
Net surplus (deficit) for the period	7 578	1 102	

Statement of cash flows

(In Euros)

	2017	2016	Note
Cash flows from operating activities			
Surplus (deficit) from operating activities	7 734	4 964	
Adjustments			
Depreciation and impairment loss (reversal)	10 631	12 639	5
Other adjustments	-1 757	-2 242	
Total adjustments	8 874	10 397	
Adjustments for operating receivables and prepayments	11 106	-99 942	3
Changes in inventories	550	-1 251	
Adjustments for operating liabilities and prepayments	-24 048	-17 192	7
Interest received	19	15	
Total cash flows from operating activities	4 235	-103 009	
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	-3 182	-8 050	5
Total cash flows from investing activities	-3 182	-8 050	
Total cash flows	1 053	-111 059	
Cash and cash equivalents at beginning of period	181 078	296 014	
Change in cash and cash equivalents	1 053	-111 059	
Effect on exchange rate changes on cash and cash equivalents	-175	-3 877	
Cash and cash equivalents at end of period	181 956	181 078	2

Statement of changes in net assets

(In Euros)

				Total net assets
	Foundation/Issued capital	Reserves	Accumulated surpluses deficits from previous period	
31.12.2015	87 151	7 785	121 843	216 779
Net surplus (deficit) for the period	0	0	1 102	1 102
Changes in reserves	0	-2 242	0	-2 242
Other changes in net assets	1	0	-1	0
31.12.2016	87 152	5 543	122 944	215 639
Net surplus (deficit) for the period	0	0	7 578	7 578
Changes in reserves	0	-1 757	0	-1 757
31.12.2017	87 152	3 786	130 522	221 460

As of 31.12.2017 the reserve fund under the net assets comprises a training fund in amount of 592 euros (2016: 1,249) and a support fund for operating activities in amount of 3,194 euros (2016: 4,294). In 2017 the use of the training fund for workforce development activities amounted to 657 euros and the use of the reserve fund formed to support the operating activities amounted to 1,100 euros.

Notes

Note 1 Accounting policies

General information

The financial statements of Stockholm Environment Institute Tallinn Centre (foundation or SEI Tallinn SA) have been prepared in accordance with the Generally Accepted Accounting Principles of Estonia and utilizing the acquisition cost model, unless otherwise specified in the accounting policies below. The Estonian Generally Accepted Accounting Principles are based on internationally acknowledged accounting and reporting principles, whose main requirements are stipulated in the Accounting Act of the Republic of Estonia and supplemented by the guidelines issued by the Accounting Standards Board.

The financial statements have been prepared in euros.

Cash and cash equivalents

Cash equivalents comprise short-term highly liquid investments that can be converted into a known amount of cash and that do not involve any significant risk of market value change, incl. cash.

Foreign currency transactions and assets and liabilities denominated in a foreign currency

Foreign currency transactions have been reported based on official rates of the European Central Bank prevailing on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into euros as of the balance sheet date based on the official exchange rates of the European Central Bank prevailing on the balance sheet date.

Profits and losses from foreign currency transactions are recorded in the statement of activities of the reporting period.

Receivables and prepayments

All receivables (e.g. accounts receivable, accrued income, and other short-term and long-term receivables), except receivables acquired for resale, are generally reflected at adjusted cost in the balance sheet. The adjusted cost of short-term receivables is generally equal to their nominal value (less possible discounts), therefore the short-term receivables are reflected at their estimated collectible amounts (reflected for example in the invoice, contract or any other source document) in the balance sheet.

Inventories

Books published during 2016 by the foundation are reflected as inventories in the 2017 annual report. Inventories will be initially accounted as cost, including purchase costs and other costs necessary for bringing the inventories to their present location and condition.

Published book purchase costs include not only direct publication costs, but also royalties paid to the book authors. For reflecting the inventories in the cost and in calculating the accounting value, the FIFO method is used.

Plant, property and equipment and intangible assets

Assets with an acquisition cost of over 600 euros and useful life exceeding one year are accounted for as property and equipment. Items with a useful life of over one year, but whose acquisition cost is below 600 euros, are classified as low-value items until taken into use and are fully expensed when the asset is taken into use. Expensed low-value assets are accounted for off the balance sheet.

Items of property and equipment are initially recognised at their acquisition cost, which comprises the purchase price and any costs directly attributable to the acquisition. After recognition, items of property, plant and equipment are carried at cost less any accumulated depreciation and possible accumulated impairment losses.

If an item of property and equipment consists of separately identifiable parts which have different useful lives, the parts are accounted for as separate asset items and are assigned depreciation rates which correspond to their useful lives.

Subsequent costs related to an item of property and equipment, such as the costs of replacing part of it, are recognised in the carrying amount of the item if the following conditions are met: (a) it is probable that there are future economic benefits associated with the costs, and (b) these costs can be measured reliably. The carrying amount of the parts which are replaced is derecognised. All other costs related to property,

plant and equipment are recognised as an incurred expense over the period when the respective expense occurred.

Items of property and equipment are depreciated using the straight-line method. Each item is assigned a depreciation rate which corresponds to its useful life. Items of property and equipment are depreciated until their residual value exceeds their carrying amount. The residual value of an asset is the amount that the foundation would currently obtain from disposal of the asset, if the asset were already of the age and in the condition expected at the end of its useful life.

The depreciation methods, depreciation rates and residual values of property and equipment are reviewed at least at the end of each financial year and, if expectations differ from previous estimates, the changes are recognised prospectively.

The foundation assesses the carrying amount of an item of property and equipment should any circumstances indicate that an asset may be impaired. Upon the presence of such circumstances the company shall conduct an assessment of the impairment. If the carrying amount of an asset exceeds its estimated recoverable amount, the asset or the cash-generating unit to which the asset belongs is written down to its recoverable amount. The recoverable amount of an asset is the current value of estimated cash flows (value in use) to be derived from the asset or the fair value of the asset, less selling costs, depending on which of these values is higher. Where necessary, the fair value of an asset is determined with the assistance of independent experts. Impairment losses on assets are recognised in the statement of activities as "Depreciation and impairment of non-current assets".

If there is any indication that the recoverable amount of an asset exceeds the carrying amount, the impairment loss recognised in prior periods is reversed and the carrying amount of the asset is increased; however, the amount attributable to a reversal of an impairment loss cannot exceed the carrying amount that would have been determined had no impairment loss been previously recognised for the asset. A reversal of an impairment loss is recognised in the statement of activities in the same row in which the original impairment loss was recognised.

The carrying amount of an item of property and equipment is derecognised when the item is disposed of or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment is included as other operating income or other operating expenses in the statement of activities of the period in which the item is derecognised.

Minimal acquisition cost 600

Leases

In the case of operating leases, the leased assets are carried in the balance sheet of the lessor. Operating lease payments are recognised as lessor's income and lessee's expense on a straight-line basis over the lease period.

Financial liabilities

Financial liabilities are recognised initially at their acquisition cost, which is the fair value of the remuneration received for the financial liability. After initial recognition, financial liabilities are measured at an adjusted acquisition cost based on an effective interest rate. Transaction costs are taken into consideration upon calculating the effective interest rate, and charged to expenses over the term of the financial liability. Financial liabilities acquired for resale are measured at their fair value and any changes in the fair value are recorded in the statement of activities. Interest expenses related to the financial liability are recognised as an expense when incurred and presented in the statement of activities as financial income and expenses. Financial liabilities are derecognised when the obligations have been discharged, cancelled or expire.

Grants and donations

Accounting for received donations and grants (incl. grants and receipts for specific purposes) is based on the following principles:

- (a) donations and grants not designated for a specific purpose are recognised as income when the donation/grant becomes available;
- (b) donations and grants designated for specific purposes are recognised as income when the donation/grant becomes available and the accompanying conditions are met.

Revenue recognition

Revenue of SEI Tallinn is based on three different financing principles: core funding, project funding and business revenue.

- SEI core funding is project funding by the Stockholm Environment Institute (SEI), which mainly covers SEI-Tallinn's general administrative expenses.
- Other project funding received is used to cover operating expenses of specific projects funded by the donor. These funds are reported in the balance sheet as liabilities (prepayments) and as revenue in the amount of the project's expenses during the period or depending on the proportion of execution.
- Business revenue comprises all other revenue (sale of different services, sale of books etc.) and work performed outside project funding e.g. revenue from projects related to conducting environmental audits and consultations on integrated environmental permits etc. In addition, competitive trainings (e.g. ISO standards, environmental management etc.) are also reflected in this section.

Revenue from the sale of services is reflected upon the rendering of services.

Interest income is recognised on accrual basis using internal interest rates.

Expense recognition

Expenses are recognised in the same period as the income related to them. Expenses, which are likely to be used for earning economic profit in future, are reflected as assets when they arise and are reflected as expenses during the period(s) they give profit (e.g. costs of property, plant and equipment). Expenses, which are used for creating income during the accounting period or are not used for creating income, are reflected as expenses in the period when they occur.

Related parties

In preparing the annual report of SEI Tallinn SA, related parties are the founder of the foundation and legal entities in the founder's consolidation group, chief management, supervisory board members, close family members of the above mentioned individuals and enterprises under their control or material influence.

Note 2 Cash and cash equivalents

(In Euros)

	31.12.2017	31.12.2016
Cash at bank	181 956	181 078
Total cash and cash equivalents	181 956	181 078

Note 3 Receivables and prepayments

(In Euros)

	31.12.2017	Within 12 months	Note
Accounts receivable	254 099	254 099	
Accounts receivables	254 099	254 099	
Tax prepayments and receivables	100	100	4
Other receivables	4	4	
Prepayments	1 835	1 835	
Deferred expenses	1 835	1 835	
Total receivables and prepayments	256 038	256 038	
	31.12.2016	Within 12 months	Note
Accounts receivable	245 721	245 721	
Accounts receivables	245 721	245 721	
Tax prepayments and receivables	18 100	18 100	4
Other receivables	121	121	
Prepayments	3 201	3 201	
Deferred expenses	3 201	3 201	
Total receivables and prepayments	267 143	267 143	

Note 4 Tax prepayments and liabilities

(In Euros)

	31.12.2017		31.12.2016	
	Tax prepayments	Tax liabilities	Tax prepayments	Tax liabilities
Value added tax	0	5 280	0	9 389
Personal income tax	0	0	0	5 621
Fringe benefit income tax	0	219	0	478
Social tax	0	7 281	0	18 143
Contributions to mandatory funded pension	0	0	0	806
Unemployment insurance tax	0	41	0	693
Prepayment account balance	100		18 100	
Total tax prepayments and liabilities	100	12 821	18 100	35 130

See also Notes 3 and 7.

Note 5 Property, plant and equipment

(In Euros)

					Total
	Transportation	Computers and computer systems	Machinery and equipment	Other property, plant and equipment	
31.12.2015					
Carried at cost	0	36 828	36 828	50 670	87 498
Accumulated depreciation	0	-20 640	-20 640	-40 219	-60 859
Residual cost	0	16 188	16 188	10 451	26 639
Acquisitions and additions	0	7 455	7 455	595	8 050
Depreciation	0	-10 424	-10 424	-2 215	-12 639
31.12.2016					
Carried at cost	0	37 366	37 366	50 665	88 031
Accumulated depreciation	0	-24 147	-24 147	-41 834	-65 981
Residual cost	0	13 219	13 219	8 831	22 050
Acquisitions and additions	751	2 431	3 182	0	3 182
Depreciation	-146	-8 187	-8 333	-2 298	-10 631
31.12.2017					
Carried at cost	751	37 020	37 771	50 665	88 436
Accumulated depreciation	-146	-29 557	-29 703	-44 132	-73 835
Residual cost	605	7 463	8 068	6 533	14 601

Note 6 Operating lease

(In Euros)

Accounting entity as lessee

	2017	2016	Note
Operating lease expenses	14 570	15 113	10
Future lease expense under non-cancellable lease contracts			
	31.12.2017	31.12.2016	Note
Within 12 months	0	14 392	
1 - 5 years	0	8 120	

Operating lease expense comprises the expenses related to the lease contract of the office with the ending in August 2018. The operating lease of a car was ended during 2017.

Note 7 Payables and prepayments

(In Euros)

	31.12.2017	Within 12 months	Note
Trade payables	4 137	4 137	
Employee payables	24 718	24 718	
Tax payables	12 821	12 821	4
Other payables	895	895	
Prepayments received	189 264	189 264	
Total payables and prepayments	231 835	231 835	
	31.12.2016	Within 12 months	Note
Trade payables	4 131	4 131	
Employee payables	32 962	32 962	
Tax payables	35 130	35 130	4
Other payables	1 259	1 259	
Other accrued expenses	1 259	1 259	
Prepayments received	182 401	182 401	
Total payables and prepayments	255 883	255 883	

Note 8 Grants and donations

(In Euros)

	2017	2016
Grants and donations related to income	667 788	684 259
Total grants and donations	667 788	684 259

The Management Report provides information on SEI Tallinn's funding sources for the total annual revenues during the period 2011-2017.

Note 9 Business income

(In Euros)

	2017	2016
Sales revenue (other international organizations)	36 276	10 027
Sales revenue (EEA)	0	6 000
Sales revenue (Estonian public sector)	34 303	82 720
Sales revenue (Estonian private sector)	38 970	11 075
Sales revenue (Estonian educational institutions)	184	242
Sales revenue (other Estonian organizations)	9 393	17 663
Sales revenue (SEI Centres)	6 469	46 564
Total business income	125 595	174 291

The Management Report provides information on SEI Tallinn's funding sources for the total annual revenues during the period 2011-2017.

Note 10 Miscellaneous operating expenses

(In Euros)

	2017	2016	Note
Leases	14 570	15 113	6
Energy	7 285	7 260	
Electricity	6 059	6 078	
Fuel	1 226	1 182	
Miscellaneous office expenses	8 246	8 366	
Travel expense	53 545	26 285	
Training expense	2 292	3 027	
Other	119 835	216 666	
Total miscellaneous operating expenses	205 773	276 717	

Note 11 Labor expense

(In Euros)

	2017	2016
Wage and salary expense	424 295	404 103
Social security taxes	137 084	140 000
Fringe benefits	9 066	19 188
Total labor expense	570 445	563 291
Average number of employees in full time equivalent units	14	15

Note 12 Related parties

(In Euros)

Name of accounting entity's parent company	Stockholm Environment Institute
Country where accounting entity's parent company is registered	Sweden

Number of members by the end of economic year		
	31.12.2017	31.12.2016
Number of juridical person members	1	1

Related party balances according to groups

	31.12.2017	31.12.2016	
	Receivables	Receivables	Liabilities
Founders and members	15 316	16 709	0

2017	Purchases	Sales
Founders and members	0	374 659
Other entities belonging into same consolidation group	361	625
2016	Purchases	Sales
Founders and members	0	374 200
Other entities belonging into same consolidation group	13 857	3 295
Close family members and entities under their prevalent and material influence of management and higher	334	0

Remuneration and other significant benefits calculated for members of management and highest supervisory body		
	2017	2016
Remuneration	73 091	57 012