



Integrated teams for the right equipment

FMV procures and develops equipment and services for the Swedish Armed Forces. Whether it's fighter jets and submarines, radar systems and tracked vehicles, or equipment for soldiers, we bring together teams of people with different skill-sets to drive projects forward, from when they are started all the way to delivery.

Read more [fmv.se](https://www.fmv.se).



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Photo: Pia Ericson, FMV



SWEDISH DEFENCE MATERIEL ADMINISTRATION





The right equipment for a stronger defence

Developments in the wider world are uncertain and the pandemic has demonstrated how quickly things can change. But political decisions were taken in 2020 to substantially increase funding for military defence. The Swedish military capability will be increased significantly compared to the current situation. This provides a long-term roadmap that allows planning for the acquisition of new equipment and the maintenance of existing systems.

Building military capability takes time, while the expectations of parliament, the government and the Swedish population are high. As a result, FMV faces major challenges that will test its ability to deliver.

"FMV plays a key role in the supply of materiel and we don't take this task lightly. We have already started to expand, but now is the crucial time," says Göran Mårtensson, Director General of FMV.

FMV is not alone in having a role to play in this. Both governmental authorities and industry need to review their preparation and lead times.

"We are faced with a significant increase in the level of ambition. We must ensure that the increase in capacity is used in the right way to achieve the objective, i.e. to be able to defend Sweden against armed attack and safeguard our security, freedom, independence and freedom of action."

Göran Mårtensson sees several important elements involved in the implementation of the increased ambition. In addition to the shared responsibility with industry to find effective ways of working and processes, he highlights four key areas:

"Supply chains must be prepared to function during periods of peace, crisis and war. International cooperation on equipment is an important prerequisite for this, and we must make use of new technologies and find more competent men and women to help with this difficult but very inspiring task."

” We need more skilled people to deliver the equipment and services that are in demand.

/ Göran Mårtensson,
Director General FMV

This is FMV

FMV, the Swedish Defence Materiel Administration, is an agency directly under the Ministry of Defence. We have been tasked by the government to ensure that Swedish soldiers, airmen and sailors have the right equipment to be able to practice and, in a tense situation, be able to defend Sweden. Our goal is to deliver the right equipment, on time and at a cost that ensures that tax revenues are used as efficiently as possible.

Here, teams of engineers, lawyers and economists work on procurement and complex development projects at the cutting edge of technology, requiring both business and technical skills.

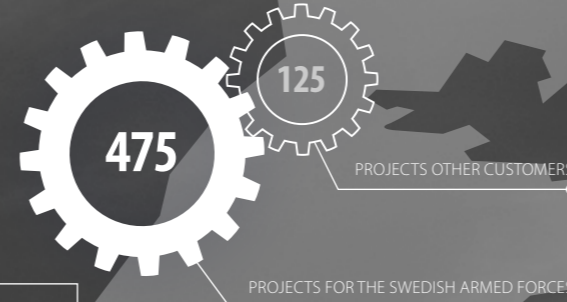
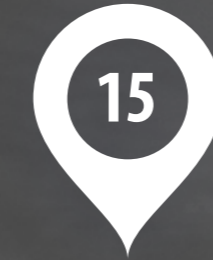
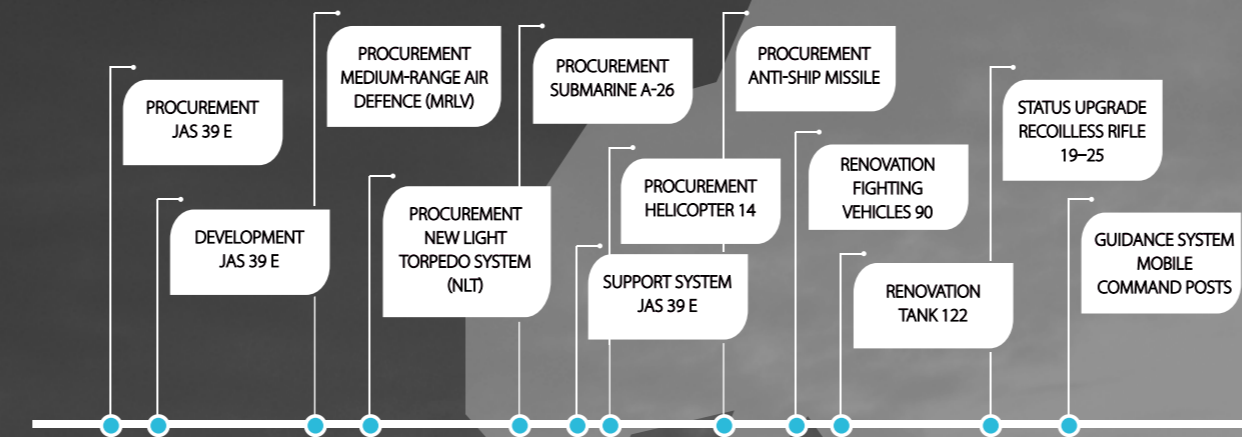
To improve the Swedish defence materiel supply, international cooperation is an important part with the main purpose to improve Swedish defence capabilities.

International collaborations contribute to technological and capability development and provide e.g. strategic partnerships, interoperability, shared financing, access to and exchange of technology as well as information and critical competences, export possibilities, harmonization, standardization and security of supply.

The Swedish Defence Materiel Administration participates in international cooperation at different levels. Key roles are the National Armaments Director (FMV Director General), the Directors of Acquisition and Development, international projects; steering committees and project management as well as day-to-day project work (technical, legal etc.), working level representation in working groups on various topics as well as secretariat functions.

Sweden has around 30 bilateral agreements, so called Memorandums of Understanding, concerning defence materiel and is cooperating on a bilateral basis with a number of countries, not least our Nordic neighbors. Multilaterally Sweden is actively participating in cooperation fora such as NORDEF/CO, Lol, NATO and EU/EDA.

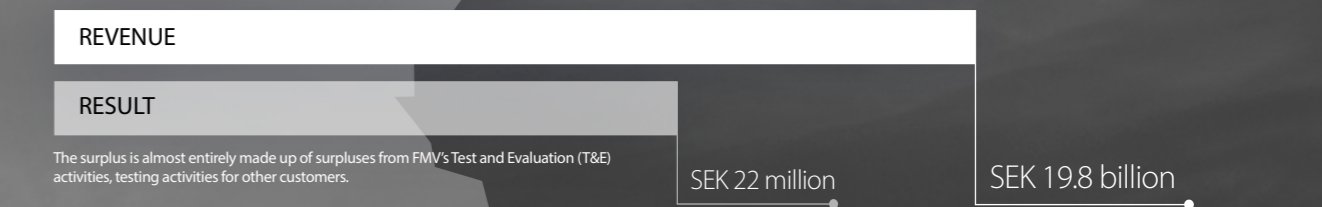
FMV'S LARGEST PROJECTS (Largest projects in the order-book in terms of price)



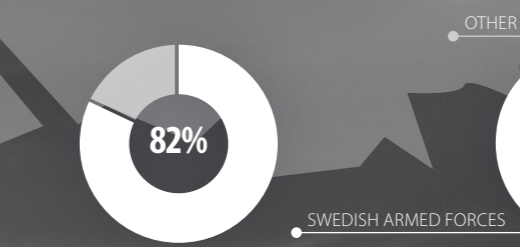
The share of women increased by two percentage points from the previous year. The percentage of women among managers has also increased, from 28% to 31%. The percentage of women in FMV's management team is 47%, an increase of 7 percentage points.

Absence due to illness: 2.4%
The rate of absence due to illness has decreased from 2.6% in 2019 to 2.4% in 2020, which is the lowest figure since 2013. The Covid-19 pandemic has not had a negative impact on the statistics for absence due to illness. Despite the pandemic and the high level of teleworking that characterised 2020, the assessment is that the agency has been able to fulfil its tasks. Despite the circumstances, the agency has succeeded in balancing the needs of the Armed Forces with the work of delivering in accordance with the government's instructions.

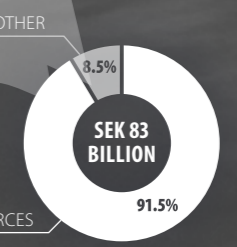
ANNUAL RESULT FOR 2020



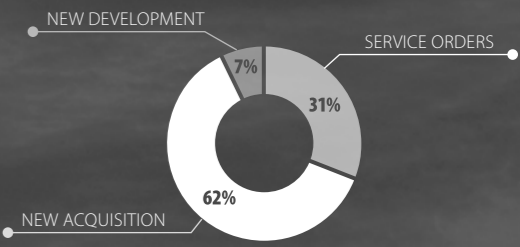
DELIVERY CAPACITY



ORDER-BOOK



BREAKDOWN OF THE ORDER-BOOK



FMV's delivery capacity for 2020 was unchanged compared to 2019, and lower than the internal target of 85%. The reduction in opportunities for face-to-face meetings has had a greater impact than could have been anticipated. This is particularly true when discussing issues of confidentiality, but also when conducting audits of suppliers. The current restrictions on travel and meetings increase project lead and preparation times, which in turn affects delivery capacity. Delays can also occur in the procurement process, where, for example, suppliers do not submit valid bids or when time-consuming appeals are launched. An example of a procurement that was cancelled is the one for the Armed Forces' new training aircraft, as none of the bids met all the requirements.