

Well-being

The goal is for all employees to have a high sense of well-being all the time. For Castellum, this is a matter of promoting health, well-being and improved productivity, and its operations being characterised by equal opportunity and diversity.

Castellum's commitment

We will promote health, wellness and productivity.

Core values provide guidance in daily life

Castellum's core values – the Castellum Spirit – provide guidance in day-to-day activities and various business situations concerning what is expected of an employee at the company, and how we should conduct ourselves towards each other in the company.

A flexible workplace

Work life as a whole is facing a revolution that Castellum intends to best meet through also practising change in its own operations. Issues of working remotely, flexibility and balance between work and leisure have been on the agenda for some time. When the pandemic broke out, the company introduced remote working for many employees, which it sees as an important supplement to the office going forward as well, especially to reduce commuting to work.

Castellum is part of a research partnership with KTH Royal Institute of Technology, RISE IVT, Gothenburg University and Scania, the purpose of which is to study how the lessons from the pandemic regarding flexible work can be transformed into best practice once the pandemic is over.

A workplace where everyone has high sense of well-being

Health and safety, as well as a positive work environment, are priorities at Castellum. The objective is a healthy workplace free of accidents. Using a structured approach, the company is working proactively to boost employee health, prevent risks and avoid work-related accidents.

Castellum takes care of its employees. The company continually conducts various wellness-related activities in the form of group exercise as well as interactive activities and challenges that encourage movement. All employees are offered a yearly wellness allowance of SEK 5,000 and regular health check-ups, as well as advantageous health care insurance for both employees and their respective families. Wellness activities are both preventative and rehabilitating, with the aim of promoting continued well-being.

Short-term sick leave at the company remains low, equivalent to 1.1% (0.9), of which 1.1% (0.8) for women and 1.1% (1.0) for men. Total sick leave remained low, at 2.9% (2.0). Castellum protects and supports employees, suppliers and contractors, and it is our responsibility that no one becomes ill, either physically or mentally, or is injured owing to their work. The company works routinely on developing and improving working environments within the entire Group. The occurrence of work-related injuries is very low, equivalent to 1.7 (1.2) injuries per 200,000 hours worked. Injury figures are low for Castellum's suppliers and contractors as well, with 11 (6) work-related injuries reported for the year.

Examples of workplace injuries among employees:

- Crush injuries
- Sprains and bone injuries
- Injuries sustained during the commute to and from work

Examples of workplace injuries among suppliers and contractors:

- Falls
- Cuts
- Broken bones
- Crush injuries
- Burns

Castellum's values

- Personal
- Proactive
- Passionate
- Reliable

Diversity and Equal Opportunity

For Castellum, it is important that its operations are characterised by equal opportunity, diversity and equal rights for all. By 2025, the company will have achieved a long-term gender equality balance in all positions and the share of coworkers with international backgrounds will have increased to 20% so as to reflect the actual composition of our communities over the long term.

The proportion of women in the company at the end of the year was 43% (40). There is deemed to be an acceptable level of equal opportunity among the Board and Executive Management. There is still a relatively large imbalance between women and men in certain professions and trades, while other categories strongly uphold our gender-equality goals.

A more equitable company requires the company to work systematically with guidelines and concrete action plans. Examples of projects and initiatives that were carried in 2021 include offering Castellum employees in other countries the same advantageous terms for parental leave as those in Sweden. Apart from the statutory parental leave rights and parents' allowance in Sweden, Castellum offers employees a pay supplement during a

maximum of 180 days of parental leave that pays approximately 90% of the regular salary. Castellum's objective is to be an attractive employer, making it easier for parents to balance their work lives with parenthood. Eleven employees went on parental leave in 2021.

Equitable and competitive remuneration

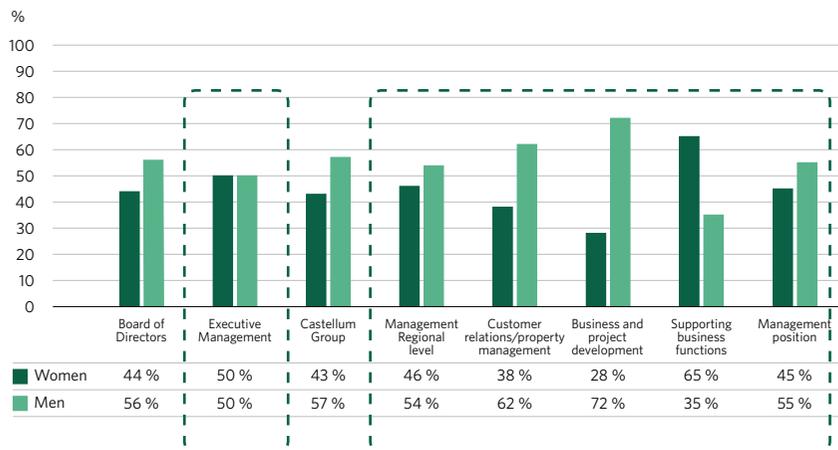
Equal opportunity and diversity also involves ensuring equitable and competitive salaries. In 2021, salaries were within the limits of what is considered equitable. Monitoring is continual, and when differences in salaries due to gender are identified, immediate action is taken. The ambition is for equal work tasks to generate equal remuneration.

Castellum offers all its employees competitive, market-based remuneration. Salary levels are based on collective negotiations, work tasks and the performance of the individual employee. Continual evaluation of performance in relation to clearly set and individual goals are an important tool in the efforts for equitable and competitive salaries.

Committed people

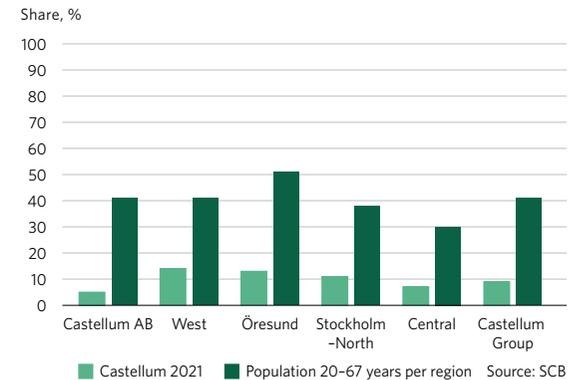
Since the end of 2020, Castellum has conducted the Castellum Experience monthly employee survey. These pulse surveys consist of a handful of questions that monitor employee commitment. Committed employees know what they have to do to contribute to the company's goals (clarity) and have the stamina, strength and

EQUAL OPPORTUNITY, 2021



Equality involves a distribution in the range of 40-60%. Green markers are subject to goal tracking in accordance with Castellum's sustainability strategy. Action plans must be drawn up annually by the HR department, with focus on the least equal and larger occupational groups, which are monitored at a detailed level (e.g. customer service/property management).

DIVERSITY BY REGION, 2021



The number of employees with foreign backgrounds at Castellum in 2021, compared with foreign backgrounds among the populace aged 20-67 in the same locations and respective regional head office. Source: SCB

desire (energy) to do it. The purpose of the pulse measurement is to rapidly identify needs for corrective efforts and to monitor trends linked to employee commitment. The average outcome in 2021 indicates a commitment index just over the average among comparable companies. Castellum works as much with competence development as with designing motivational work situations to create committed employees.

EMPLOYEE NET PROMOTER SCORE (ENPS)

	2021	2020
Women	37%	33%
Men	48%	34%
Under 30	50%	18%
30-50	41%	32%
Over 50	40%	31%
Total	43%	34%

Performance and career development reviews are carried out annually so that targets can be set and monitored, and competence development requirements can be determined. In the course of 2021, 91% (93) of all employees – excluding Kungsleden – took part in performance and career development reviews: 93% of women (89) and 89% of men (95). The primary reason that not all employees had a performance review in 2021 is the addition of new employees who had not yet had their first performance and career development review.

Attractive employer

At Castellum, competence development takes place via both internal and external resources. Within Castellum, competence development is broadly defined; it can be training adapted to a particular coworker’s job description, but it can also be within an area that the company is currently focused upon. In total, 6,099 (7,913) training hours were completed at Castellum, which is approximately 14 (19) hours per employee.

Castellum’s ambition is to create a motivational work situation that promotes loyalty and job satisfaction. The decentralised organisation means that every employee has a clear area of

responsibility with a high degree of authority, which leads to both professional and personal development.

The ability to attract qualified, gifted employees and to retain and nurture talent is crucial for Castellum’s development. In 2021, 24% (31) of all new positions were filled by internal candidates.

Cooperation

Castellum participates in the Jobbsprånget internship programme run by IVA, the Royal Swedish Academy of Engineering Sciences, where newly arrived immigrant academics with residence permits are provided with the opportunity to work as interns in the business community for a period of four months. During 2020, Castellum initiated a partnership with My Dream Now. For example, this partnership provides the company’s employees with the opportunity to become involved as mentors and class coaches for elementary and high-school students. The majority of Castellum’s employees took an online course that covered such topics as equal opportunity and diversity. The training course has been produced internally and is mandatory for all employees.

Castellum Experience

The commitment index is divided into three categories: Promoters, Passive and Detractors. The latest measurement, based on a response rate of 80% of the company’s employees, showed that 56% were Promoters. Castellum breaks this statistic down for the subgroups of gender and age. For women, Promoters were 52% and for men 59%. For the 20-29 age group, 60% were Promoters, for 30-49 55% were Promoters and for 50 and over, 53% were promoters.

Important areas of focus

- Support the organisation’s managers by developing the organisation and its employees.
- Ensure the right competence now and for the future.
- Develop the leadership and the culture.
- Work to make Castellum a modern and attractive employer.

Employees at the end of 2021

- 182 women and 245 men.
- 416 full-time and 11 part-time employees.
- 420 permanent employees and 7 temporary employees.
- The proportion of employees with collective bargaining agreements was 96%¹.

1. At present, employees in Finland and Denmark do not have collective bargaining agreements, but the terms of employment comply with the labour legislation and insurance systems of the respective countries.