

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

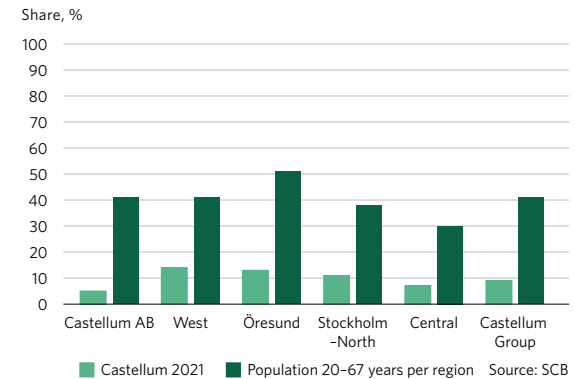
Since the end of 2020, Castellum has conducted the Castellum Experience monthly employee survey. These pulse surveys consist of a handful of questions that monitor employee commitment. Committed employees know what they have to do to contribute to the company's goals (clarity) and have the stamina, strength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

Well-being, cont.

Remuneration

Castellum has procedures and guidelines concerning benefits, terms of employment and incentive systems. These initiatives are being taken with the purpose of strengthening the Castellum Spirit, increasing mobility within the company and ensuring a clear remuneration and incentive structure.

We are carrying out a bonus programme for all employees wherein it is possible for all participants to receive a share of all improvements. This contributes to an inclusive culture where operational objectives are a natural part of everyday activities.

In principle, all employees at Castellum are permanent employees with the possibility of working full-time. This means that all employees are covered by the same benefits and terms of employment.

Gender pay ratio, average (GRI 2-21, 405-2; Diversity-Pay)

%	2021				2020			
	Women base salary	Men base salary	Women, total remuneration	Men, total remuneration	Women base salary	Men base salary	Women, total remuneration	Men, total remuneration
Executive Management excl. CEO (Diversity-Pay)	96%	104%	79%	126%	90%	112%	125%	80%
Managers (Diversity-Pay)	99%	101%	98%	102%	93%	108%	86%	116%
Employees (Diversity-Pay)	101%	99%	102%	98%	98%	101%	98%	102%

Gender pay ratio, median (GRI 2-21, Diversity-Pay)

%	2021				2020			
	Women base salary	Men base salary	Women, total remuneration	Men, total remuneration	Women base salary	Men base salary	Women, total remuneration	Men, total remuneration
Executive Management excl. CEO	96%	104%	73%	136%	— ¹⁾	— ¹⁾	— ¹⁾	— ¹⁾
Executives	97%	104%	102%	98%	— ¹⁾	— ¹⁾	— ¹⁾	— ¹⁾
Employees	108%	93%	108%	93%	— ¹⁾	— ¹⁾	— ¹⁾	— ¹⁾

1. The median pay ratio is a new indicator that was not measured prior to 2021.

Pay ratio, highest paid relative to median (GRI 2-21, Diversity-Pay)

	2021
Total remuneration to CEO (highest paid), MSEK	8.2
Median annual total remuneration for all employees (excl. highest annual remuneration), MSEK	0.6
Relation between highest paid and median (excl. highest annual remuneration)	13.7
Median salary increase, all employees (excl. highest annual remuneration), %	2.9
Salary increases, CEO, 2001–2020, %	-1.7

All employees excluding United Space's operations are included in the above data on pay ratios. No restatement to FTE has been made. All remuneration (i.e. fixed and variable) has been included. The company's CEO has the highest level of remuneration. The name of the person with the highest remuneration is indicated in the company's remuneration report.