

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.

Well-being

Action-oriented, flexible organisation

Castellum works continually on developing and improving its organisation. Its starting point is that a shared structure in combination with a strong local presence creates the best business advantages. The company's understanding of tenants' specific requirements and deep knowledge of the specific context of each local property and rental market create the ability to act - which makes a difference, promotes business and helps employees grow.

Castellum is to be an attractive employer with committed, motivated leaders working towards the same goals, thereby meeting high expectations. The company works to attract, recruit, develop and retain the right managers and employees. The goal is to be the best choice of property management partner in all of Castellum's markets. Castellum always strives for improvement, and will be clear and transparent concerning expectations of everyone who works in the Group. Constructive monitoring is a natural and mutual part of the relationship between managers and employees, and takes place through quarterly performance and

career development reviews as well as follow-up dialogue. In addition, dialogue and follow-up routinely take place on a daily basis.

Castellum assesses various perspectives, and therefore considers diversity and equality to be important keys to growth, which is why this is a priority issue. Castellum's diversity and equality initiatives must promote equal treatment on issues concerning conditions of employment, work conditions and development in the work. The ambition is the pursuit of diversity and equality initiatives as an integral part of operations.

Education, number of people (GRI 2-7)

	2021		2020	
	Women	Men	Women	Men
University	126	133	111	129
Upper secondary school	54	108	49	121
Compulsory school	2	4	2	1

Division of labour, % (GRI 2-7)

	2021		2020	
	Women	Men	Women	Men
Customer relations/ property management	38%	62%	35%	65%
Project and business development	28%	72%	23%	77%
Support functions	65%	35%	34%	66%
Executives	45%	55%	40%	60%
Regional management groups	46%	54%	44%	56%
Executive Management	50%	50%	50%	50%

Type of employment, number of people (GRI 2-7)

	2021		2020	
	Women	Men	Women	Men
Full-time employees	174	242	155	249
Part-time employees	8	3	7	2

Forms of employment, number of people (GRI 2-7)

	2021		2020	
	Women	Men	Women	Men
Permanent employees	179	242	161	250
Temporary employees	3	3	1	1

For more detailed information on how Castellum works on diversity and equality, refer to pages 28-30.

All employee data is based on actual data. The information has been compiled and assured by Castellum's HR department. Regional HR information has been broken down by county for Sweden. Since the number of employees in Castellum's operations in Finland and Denmark is limited, these employees are included in the statistics for Sweden.

Training and education (GRI 404-1, Emp-Training)

Training, hours	Women	Men	Total
Average number of employees during the year	182	245	427
Average number of training hours during the year	2,320	3,779	6,099
Under 30	218	250	468
30-50	1,596	2,109	3,705
Over 50	506	1,421	1,927
Average hours per employee/year	13	15	14

Leadership development, hours	Women	Men	Total
Number of participating employees	37	41	78
Number of hours	427	501	928

Castellum does not break down training hours by occupational category, as the company does not have access to this information. The information may be developed in the next few years with a Group-wide HR system. The average cost for training per employee totals SEK 8,000 for women and SEK 10,000 for men, with an average of SEK 9,000 for all employees in 2021.