

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.