

Well-being, cont.

**Equality (GRI 405-1, Diversity-Emp)**

Demographic structure personnel	2021		2020		2019		2018	
	Number of employees	Of which women	Number of employees	Of which women	Number of employees	Of which women	Number of employees	Of which women
<b>Board of Directors</b>	<b>7</b>	<b>44%</b>	<b>8</b>	<b>50%</b>	<b>7</b>	<b>57%</b>	<b>7</b>	<b>57%</b>
Under 30	0	—	—	—	—	—	—	—
30-50	0	—	1	100%	1	100%	1	100%
Over 50	7	44%	7	43%	6	50%	6	50%
<b>Executive management</b>	<b>8</b>	<b>50%</b>	<b>8</b>	<b>50%</b>			<b>9</b>	<b>44%</b>
Under 30	0	—	—	—	—	—	—	—
30-50	6	47%	6	50%	5	40%	6	67%
Over 50	2	58%	2	50%	2	50%	3	0%
<b>Employees excl. executive management</b>	<b>427</b>	<b>43%</b>	<b>413</b>	<b>40%</b>			<b>374</b>	<b>42%</b>
Under 30	37	50%	29	48%	48	47%	32	29%
30-50	237	49%	202	47%	218	45%	198	54%
Over 50	153	31%	182	30%	154	28%	145	27%

This table shows the demographic structure of personnel, according to age and gender, for various administrative levels. Castellum does not track the minority status of employees. Castellum has chosen not to report on the groups known as regional management groups in the company since they do not correspond to regional management groups from a global perspective but rather a national one.

**Age distribution - number of employees (GRI 405-1)**

Age distribution	Women	Men	Total
<b>Number of employees, excluding Board</b>	<b>182</b>	<b>245</b>	<b>427</b>
Under 30	18	19	37
30-50	117	120	237
Over 50	47	106	153

**Composition of the Board (Gov-Board)**

	2021
Number of Board members	8
Number of independent Board members	7
Average mandate period, years	4

New measurement as of 2021. Refer to page 148 for ESG competence on the Board.

**Employee turnover (GRI 401-1, Emp-Turnover)**

Employee turnover <sup>1)</sup>	2021		2020		2019	
	Number of employees	Of which women	Number of employees	Of which women	Number of employees	Of which women
<b>New employees during the year<sup>2)</sup></b>						
Under 30	6	39%	4	47%	15	55%
30-50	16	50%	20	68%	32	39%
Over 50	4	47%	7	20%	10	20%
Total new employees	25	47%	31	54%	57	40%
Proportion of new employees	6%	3%	7%		14%	
<b>Employees who left during the year</b>						
Under 30	7	33%	0	—	8	59%
30-50	21	44%	14	33%	21	75%
Over 50	17	24%	11	25%	7	35%
Total number of leavers	45	35%	25	30%	36	64%
Proportion of leavers	11%	4%	6%		9%	
Proportion of leavers on own initiative <sup>3)</sup>	56%	20%				

The average cost for external new recruitment in 2021 totalled SEK 121,058 per recruit.

1. Castellum has transitioned to the Full-Time Equivalent (FTE) principle as of 2018. FTE takes into account actual work time during the year; deductions are made, for example, for level of service and actual period of employment during the year. Example: an employee who begins employment on 1 July and works 70% (28 hours/week) up through 31 December is counted as 0.35 FTE (employed for 50% of the year at 70% employment).
2. Of the new hires during the year, 47% had an international background.
3. New measurement as of 2021.