

# Bostadsbolaget Sustainability report 2009



Bostads  
bolaget

## Sustainability report

# Sustainability, part of our assignment

Long-term sustainability has been a priority for Bostadsbolaget for a long time. In recent years we have focused even more sharply on this area to set clearer goals and communicate the work we do concerning the environment, ethics and social responsibility.

In our annual report a year ago we added a section about social responsibility to the chapter on the environment. This year we are taking a step further and publishing a comprehensive sustainability report.

We have also integrated environmental issues in our business plan to emphasize the importance of this subject and make sure they are always on our agenda.

However, there is still a long way to go. Both the report and our daily work can be developed further. During 2009, for example, we started collecting information to produce key indicators for sustainability. We are also discussing how we can develop requirements for our suppliers and partners. Our goal is to conduct our business with the smallest possible impact on the climate and environment in general.

In this sustainability report we explain how we work with sustainability issues, describe the key areas for us as a company and present our results. We are not finished with this work but it feels good that we can see the overall picture. Bostadsbolaget takes its social responsibility seriously and we do a lot to contribute to a long-term sustainable society. This



realization strengthens us as a team while inspiring us to continue our development and find new ways to improve.

Bostadsbolaget is an organization with many highly competent and committed employees. That means there are large expectations for what we can achieve together as we continue our structured and determined progress.

Gothenburg, January 2010

Bertil Rignäs, MD

## Bostadsbolaget in brief

Bostadsbolaget (full name: Göteborgs stads bostadsaktiebolag) is the City of Gothenburg's oldest public housing company.

With approximately 22,700 apartments, Bostadsbolaget is one of the largest landlords in Sweden.

Around 40,000 residents of Gothenburg live in apartments owned by the company.

Bostadsbolaget provides attractive homes that offer value for money throughout the city, from Rannebergen in the north to Önnared in the south west.

The wishes of tenants are one of the most important focus points for Bostadsbolaget's activities and the company encourages tenants to make their voices heard.

Bostadsbolaget contributes to the continuous development of Gothenburg for and by its residents.

Bostadsbolaget is a limited company, wholly-owned by the City of Gothenburg and with Förvaltnings AB Framtiden as the parent company

## Information about the report

Sustainability issues are important for Bostadsbolaget. As a provider of residential housing the company plays a special public role with responsibility both to tenants and society in general. Our owners, City of Gothenburg, have set a specific assignment for Bostadsbolaget and other municipal housing companies in a special directive that includes the following objectives:

- The activities of the housing companies shall contribute to the development of Gothenburg.
- Through the housing companies, tenants shall be given a long-term influence over their homes and surroundings.
- Through deeper commitment to, and greater responsibility for, their homes, tenants shall be able to develop their own welfare.

The terms of our assignment affect everything that Bostadsbolaget does. As a manager of property, environmental issues have central importance, alongside the development of our employees. This sustainability report therefore describes the company's environmental impact, social responsibility and our responsibility for our own employees. Bostadsbolaget's economic impact on the society is also explained.

This sustainability report covers the full year 2009 and is the first ever of its kind produced by Bostadsbolaget. In the future, our aim is to publish such a report once a year. Much of the information in this report has been published previously in the company's annual report. This enables comparisons to be made over time. The report covers the company in full. For GRI index, please read Bostadsbolaget's annual report which can be found on [www.bostadsbolaget.se](http://www.bostadsbolaget.se) (only in Swedish).

If you have any questions about this report, please contact our information department, tel. +46 31 731 50 00.

## Introduction

# Our responsibility for the environment, society and our staff

**Bostadsbolaget owns and manages property available for rent. That means the company has an impact on people, the environment and society in various ways. The company has defined three areas of special significance in terms of sustainability – environmental impact, social responsibility and responsibility for our own staff.**

The areas defined by Bostadsbolaget are also in line with the three dimensions identified by the City of Gothenburg in their prioritized goals. The ecological dimensions include the environmental impact, while the economic and social dimensions match Bostadsbolaget's ideas concerning social responsibility. The City of Gothenburg also sets goals concerning employee issues, which in this report is referred to as responsibility for staff.

### Key issues concerning sustainability

Bostadsbolaget's **impact on the environment** comes mainly from using energy to provide heating and electricity to properties. Consumption of water also has a large impact on the environment. In addition there is limited impact in the form of

waste handling, selection of materials, use of transport and machinery and activities in indoor and outdoor environments.

Bostadsbolaget measures its environmental impact primarily by measuring and following up the use of district heating, electricity and water.

**Social responsibility** is an important issue for Bostadsbolaget as a company that serves the public interest by providing housing. The company has a contribution to make to the development of Gothenburg, to take defined responsibility for the provision of housing in the city and to create the conditions for tenants to improve their quality of life. Bostadsbolaget is carrying out two special development projects in two challenging areas – Hammarkullen and Norra Biskopsgården. These two projects and other activities are often performed in close co-operation with local public and commercial organizations. One example of social responsibility is that Bostadsbolaget offers summer jobs to young people each year. Bostadsbolaget also works to keep areas safe and avoid segregation.

**Relations with employees** are monitored

through annual **staff** surveys and measured in the form of an employee satisfaction index, sick leave and staff turnover.

The company also works with issues such as equality and diversity. All of Bostadsbolaget's activities take place within the City of Gothenburg.

### Governance and management

Bostadsbolaget's activities are guided by a balanced scorecard chosen within four different perspectives – the tenant perspective, staff perspective, operational perspective and economic perspective. For Bostadsbolaget to achieve its goals, all of the goals within each perspective must be met.

Environmental issues are covered by the operational perspective and employee issues by the staff perspective. Issues concerning social responsibility are covered by the tenant perspective, and also by the operational perspective.

The key objectives within each area are presented on the following pages. Goal-fulfillment is monitored continuously and is a part of Bostadsbolaget's operational planning. An operational plan is adopted each year in November by the board of directors.



Hammarkullen



Bildradiogatan, Järnbrott

The Board also takes decisions concerning the policy documents that guide work on sustainability:

- Environmental plan
- Environmental policy
- Purchasing policy
- Graffiti policy
- Sponsorship policy
- Information policy

Responsibility for environmental issues is built into the line organisation. There is also an environmental co-ordinator to ensure proactive monitoring of key issues. Responsibility for the working environment is delegated in agreements with each individual manager of human resources.

### Working environment policy and guidelines

The overall goal for the working environment within Bostadsbolaget is that all employees shall have work that is secure and enjoyable. This means that staff should not suffer illness or injuries due to their work. Furthermore, work assignments shall be varied, provide opportunities for social interaction and teamwork as well as possibilities for development and the exercise of responsibility. In the event of illness or disability, the aim shall be to help the individual get back to work as soon as possible.

The manager of human resources has responsibility for ensuring that working environment guidelines are accessible for all employees.

Social responsibility issues are integrated into the daily activities of Bostadsbolaget. The exception is two development projects at Hammarkullen and Norra Biskopsgården where there are special project organisations.

### Crisis management and safety

Bostadsbolaget is covered by the safety policy of the City of Gothenburg. This

policy sets a minimum level for safety work for all municipal departments and companies, and covers employees, contractors, temporary staff, consultants and suppliers. Based on this policy, Bostadsbolaget has developed its own programme for work on safety.

An internet-based safety manual is available for all employees and covers shared routines and guidelines for safety work as well as checklists and descriptions of the safety organisation, along with responsibilities and delegation of authority.

Bostadsbolaget's environmental database includes guidelines for identifying and preventing environmental risks.

Responsibility for work on safety rests with the line organisation. This means that each manager has responsibility for ongoing risk management and safety procedures.

Safety co-ordinators have responsibility for co-ordinating activities regarding safety, which means providing support and creating structures for continued activities.

Within the Framtiden Group there is a joint crisis management plan. This provides directives, support and guidance for Bostadsbolaget's planners.

Bostadsbolaget has a fixed organisation for the city's crisis management system.

At the time of writing, Bostadsbolaget was not involved in any disputes or legal proceedings associated with sustainability issues.

### Certificates

Bostadsbolaget has an environmental management system that is certified in accordance with ISO 14001. The company also has EMAS registration.

In January 2010 Bostadsbolaget was awarded a health diploma following a coaching initiative arranged by Korpen, a Swedish recreation association. The diploma

**EMAS.** The EU's Eco Management and Audit Scheme.



**ISO 14001.** An international environment management standard developed by the International Organization for Standardisation.



**UN's Global Compact.**

An initiative to make companies aware of, and to take active responsibility for, ten internationally recognised principles within four areas: human rights, employment rights, environment and anti-corruption.



process is a method for developing activities that promote good health among staff.

### Affiliations

Bostadsbolaget is a member of the UN Global Compact in support of human rights. This means that the company formally recognises the UN's ten principles and is committed to publicly announcing each year how it has acted to improve conditions with regard to human rights, working conditions, the environment and the battle against corruption.

Bostadsbolaget is also a member of the Corporate Social Responsibility initiative in West Sweden.

### Continuous dialogue with stakeholders

Bostadsbolaget's key stakeholders are tenants, financiers, staff and owners. The company maintains a structured dialogue with these groups through personal meeting, surveys and reports.

Bostadsbolaget also maintains regular dialogue with organisations in the area where the company owns property. In its development projects Bostadsbolaget cooperates with municipal departments, schools, businesses, other landlords, housing associations and security organisations.

Structured dialogue with tenants takes place at local meetings, among other forums. Major change and improvement projects are always preceded by consultation with tenants. Bostadsbolaget also visits tenants in their homes. Meetings are held in all districts to further improve services.

Each year, tenants are invited to answer a group wide survey about their housing situation.

Career appraisals are carried out annually for each employee and form the basis for individual development plans. All employees are also requested to take part in the annual staff survey.

## Environmental impact

# Bostadsbolaget takes responsibility for the environment

Bostadsbolaget's activities affect the environment in various ways. The company's environmental work follows the environmental plan that is a part of the overall business plan. The environmental plan is divided into two principal areas. One area focuses on the points where Bostadsbolaget's impact is greatest and here the company has established general objectives. The other area focuses on points where Bostadsbolaget has a direct or indirect impact, but measureable targets are hard to set.

The first area includes consumption of energy (district heating and electricity) and water. The second area includes waste, selection of materials, use of transport and machinery and indoor and outdoor activities. Measurement of district heating, electricity and water is automated, with data fed into budget calculations and monitored continuously.

It is also important for Bostadsbolaget

to be able to help tenants make intelligent environmental choices.

### National targets

In Bostadsbolaget's judgement the company has a large impact in seven of the 16 areas included in national environmental targets. These seven areas are:

- A Non-Toxic Environment
- A Good Environment
- Reduced Climate Impact
- Clean air
- Natural Acidification Only
- Zero Eutrophication
- A Protective Ozone Layer

The level to which Bostadsbolaget lives up to the targets is presented in the following sections.

### Energy

The biggest impact Bostadsbolaget has in the energy field is in two areas – heating and electricity. District heating is used to heat property and tap water. Electricity

refers to that used by the property and not the electricity consumed by tenants, apart from a few exceptions. The national environmental targets mostly affected are *Reduced Climate Impact*.

Bostadsbolaget continued its successful energy saving process in 2009 that was initialized ten years ago and which among other things has led to reduction in annual carbon emissions of 10,000 tons, or 60 per cent, since 1999.

Property is heated by district heating, which to a large extent is based on waste heat from industrial processes. The aim is to reduce consumption of district heating by 6.3 per cent up to 2012. One of the ways this will be achieved is via an in-depth analysis of each building's energy usage.

In 2009 computerisation of technical installations continued. This enables greater opportunities to regulate the output from the company's sub-stations, which means energy savings.

Degree day-adjusted usage of heating



Brunnsbo

(including tap water) declined in 2009 by 1.6 per cent to 154.7 kWh/m<sup>2</sup>, which was slightly above the target of 148.5 kWh/m<sup>2</sup>. The target was not reached partly because extra heating was needed to tackle damp in a couple of old properties in Guldheden, the change of windows at Rannebergen during winter and a need to raise the temperature of hot water in some areas while waiting for a rebuild of the hot water system.

During the year Bostadsbolaget started construction at Stapelbädden of a passive house, i.e. a home heated by its inhabitants and their appliances. This is part of a project called Bygga Bo, which Bostadsbolaget has been participating in since the spring of 2007.

Electricity consumption is primarily property electricity, i.e. the electricity that is not used by tenants. In some cases tenant electricity is included, which affects Bostadsbolaget's electricity consumption.

During 2009 electricity consumption was unchanged (21.1 kWh/m<sup>2</sup>) compared with the previous year, which means it was

above the target level of 19.7 kWh/m<sup>2</sup>.

Bostadsbolaget works continuously to reduce electricity consumption. This is done by using energy-efficient fittings and white goods, for example, as well as on-the-spot control of lighting. To further reduce climate impact, Bostadsbolaget also uses green electricity.

Another way to cut consumption is to introduce individual measurement in all apartments. The first step was taken in 2009 with the start-up of electricity distribution measurement at Svartedalen, one of few areas where electric power is included in the rent. Collective electricity measurement will be phased out.

Bostadsbolaget concluded energy declarations for all its properties in 2009.

### Water

Water consumption has an environmental impact in the form of emissions of hazardous contaminants involved in water treatment and drainage. The main environmental target affected here is *Natural Acidification Only*.

Bostadsbolaget and its tenants consumed around 2.5 million m<sup>3</sup> of water in 2009, of which 35-40 per cent was tap water. This corresponds to 1.7 m<sup>3</sup>/m<sup>2</sup>, which was an increase compared with 2008 when consumption reached 1.68 m<sup>3</sup>/m<sup>2</sup>. The target for 2009 was 1.67 m<sup>3</sup>/m<sup>2</sup>.

In a pilot project that is part of the BoVist initiative, Bostadsbolaget noted that increased awareness of energy consumption by the individual tenant meant that they were able to reduce their own consumption of cold water. In 2009 individual debiting of hot water was prepared in some properties.

### Waste

Bostadsbolaget generates waste in its activities, with most of the waste generated by tenants. Waste is connected to environmental issues in different ways. If waste is not handled correctly there is a risk of dangerous emissions to the environment. The amount of waste is also a measurement of resource consumption. A reduction of waste also means a reduction in



Hängmattan

consumption of resources and energy and thus a reduction in hazardous impact on the environment. The national target here concerns *A Non-Toxic Environment*.

By the end of 2009, 99.5 per cent of Bostadsbolaget's tenants had access to composting. Efforts to improve sorting of waste at source also continued in several areas. Today, most of the company's tenants can sort batteries, light bulbs, low-energy lamps and minor electronics prior to disposal. Bostadsbolaget also intensified work on informing tenants about sorting of waste.

It is difficult at present to judge the trend in waste volumes. Waste contractors must first introduce weight-based charges. This would enable the company to measure the amount of waste divided by categories.

### Selection of materials

Selection of materials is associated with the national environment targets called *A Non-Toxic Environment*, *A Good Environment* and *A Protective Ozone Layer*.

In its purchasing, Bostadsbolaget is obliged to follow the rules in the agreements established by the City of Gothenburg, and the environmental aspects of purchases are audited by the municipal purchasing company. The company must also comply with instructions in its own environmental management system. Bostadsbolaget's purchasing department encourages the purchase of eco-friendly products and services. This includes requiring suppliers to respond to an environmental survey. Checks on suppliers include visits and audits.

Bostadsbolaget is committed to the

phase-out list established by *Avgifta Byggandet*, a programme for environmental improvements set up by the industry.

The company's own list includes around 70 permitted products. In 2009 Bostadsbolaget continued to phase out hazardous substances. The company carried out training programmes and information courses in the handling of chemicals in all districts. Two environmental audits of suppliers were also performed.

### Indoor environment

For tenants, the indoor environment is just as important as the outdoor environment. The indoor environment falls under the national target *A Good Environment*.

Inside a home there are textiles, wall-paper, plastics and other materials that can affect health and wellbeing. Ventilation, temperature and noise also affect the indoor environment.

The key question for the indoor environment is the occurrence of radon in the foundations and surrounding bedrock. By 2020 radon radiation must not exceed 200 becquerels. In 2009 Bostadsbolaget performed measurements in 1,400 apartments and implemented activities in a number of properties to reduce radiation. Measurements were performed in collaboration with the Environment Administration.

### Outdoor environment

Bostadsbolaget does not use chemical fertilisers outdoors. This means the company contributes to achieving the national goal of *A Non-Toxic Environment*. By using

its own compost or organic fertilizer, and through the eco-adaptation of machinery, the company also reduces transport. Outdoor lighting is planned so as to reduce energy consumption while ensuring that outdoor areas are perceived as being safe.

### Transport and machinery

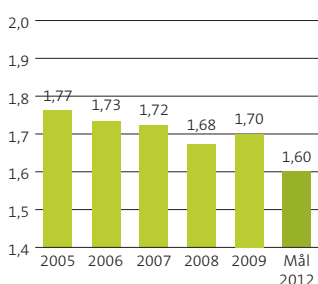
Transport affects the environment primarily through emissions of carbon dioxide and acidifying substances, which come under the national targets for *Clean Air*, *Natural Acidification Only* and *Zero Eutrophication*.

Bostadsbolaget's transport involves the company's own vehicles and machinery, as well as transport owned by suppliers. The company's own fleet meets the strict environmental requirements of the City of Gothenburg.

When purchasing transport services, Bostadsbolaget sets clear ecological demands. For shorter distances, Bostadsbolaget supplies bicycles and bus cards to enable staff to make eco-rational choices. Rail travel is encouraged for longer journeys. Future efforts will focus on enabling tenants to make smarter choices for the environment.

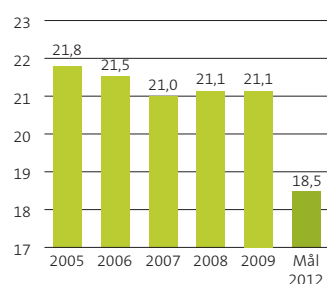
In 2009 Bostadsbolaget continued its focus on eco-driving (fuel-efficient car driving in line with the Road Administration's criteria) for staff who travel by car frequently. The company is also investigating opportunities to develop car and bicycle pools for tenants. At present, Bostadsbolaget operates three car pools for tenants.

### Water consumption (m<sup>3</sup>/m<sup>2</sup>)



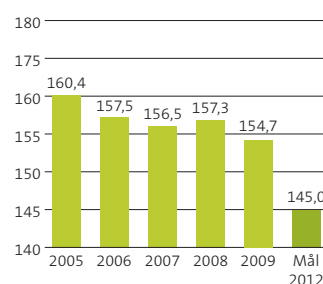
### Electricity consumption (kWh/m<sup>2</sup>)

(Property electricity and operations electricity)  
Operations electricity comprises around 8% of total electricity consumption.



### Energy consumption, district heating (kWh/m<sup>2</sup>)

(Degree day-adjusted usage)



To be able to compare energy consumption year by year and between different companies, consideration has to be given to fluctuations in outdoor temperature. The figures are adjusted for temperature differences using the Swedish meteorological institute's degree days and normal annual values. If a year's temperatures deviate significantly from the norm, the degree day adjustment may be misleading.

## Social impact

# Bostadsbolaget contributes to Gothenburg's development

**Bostadsbolaget takes far-reaching social responsibility in its own operations. Through the owner directive set by the City of Gothenburg (see page 2), the company also has a social responsibility to contribute to the development of Gothenburg by offering tenants extensive opportunities to exert their influence and to develop their own quality of life.**

Several of the prioritised goals established by the City of Gothenburg have a clear link to Bostadsbolaget's activities. In addition to goals concerning the environment and staff welfare, the municipality has also set the following targets that affect Bostadsbolaget.

- Social benefits and unemployment shall be reduced.
- 2,000 new homes shall be built each year.
- The number of students which pass grades shall increase.
- Opportunities shall increase for old people to be outdoors and have an active social life.
- The number of full-value homes and opportunities for meaningful employment shall increase for people with psychological disabilities.
- The amount of litter shall be reduced.
- Recruitment to municipal departments shall contribute to a better representation of the population of Gothenburg.

### Development areas

Bostadsbolaget takes its most comprehensive social responsibility in the two areas identified by the company as key development areas, namely Hammarkullen and Norra Biskopsgården.

These are areas where tenants risk social exclusion due, among other factors to unemployment. There are further problems associated with cramped living conditions, language difficulties and crime. Bostadsbolaget therefore makes extra efforts here to create a safe and positive living environment. The company is also involved in projects aimed at creating jobs

or improving living conditions in other ways for tenants.

Bostadsbolaget works with both soft, human issues and hard, technical issues. Continued positive development requires a sustainability mindset and the long-term view, and further development is required before this way of working is included in traditional administration.

In Norra Biskopsgården, Bostadsbolaget is a part of the so-called Bo Bra process started in 1993 to promote a better quality of life. Other participants include the district office in Biskopsgården, Bostads AB Poseidon, Newsec, CenterPlan AB/Bovista, GöteborgsLokaler and Gothenburg's town building office. The goal for the Bo Bra process is to create an attractive city district so that residents can feel pride in their neighbourhood, and that their voice is heard, so that they want to remain living there. Activities include building more homes, increasing employment, providing meaningful leisure activities for young people, increasing safety and supporting clubs and groups.

These efforts have not always produced the desired results, but key indicators concerning security have stabilised, although at relatively low levels in relation to other areas. Hammarkullen's grade for safety in the past two years has been 58, compared with 52 in earlier years. Norra Biskopsgården's grade for 2009 was 44, which means a fall from the grade of 45 in 2008. The overall NBI (Satisfied Housing Index) grade in 2009 was 62 for Hammarkullen and 55 for Norra Biskopsgården. In both cases this means a drop of one since 2008. Over a couple of years the result has however stabilised or increased slightly.

### Dealing with cramped living conditions

Cramped living conditions are a hardship for those involved. It makes it harder for young people to do their homework, for example. These problems are worse in areas already experiencing social difficulties.

In Hammarkullen, Bostadsbolaget began collaborating in 2008 with tenants to provide around 30 larger, more flexible apartments. The aim is to increase the amount of space by converting balconies into rooms and creating additional rooms through partitioning of existing space.

In Biskopsgården Bostadsbolaget provides three properties for children to do school homework in. This project is being performed in partnership with tenants.

### Sustainable city development

Tillväxt Biskopsgården is the name of an EU project within Sustainable City Development and using regional structural funds to boost competitiveness and employment opportunities. This project will last for several years and involves local businesses, the public sector and voluntary organisations. The project enables Bostadsbolaget to meet the demands that residents of Norra Biskopsgården have expressed over a long period.

### Employment

Bostadsbolaget was involved in several employment initiatives in 2009. The company provided a total of 180 temporary jobs in the summer. This helped a large number of people gain work experience, which is an important step into the labour market.

Via Gothenburg City, Bostadsbolaget



accepted 32 young people in summer jobs. Additional summer jobs were arranged for a further 60 children of tenants and 19 children of employees. Bostadsbolaget was also active in job programmes run by city departments. In Biskopsgården young people were involved in the Äppet environment project run by Bostadsbolaget, Poseidon and the district office. Young people worked as caretakers, cleaners, and furniture removers.

A further 30 or so young people found jobs on a scheme run in association with the City's public parks department. In addition Bostadsbolaget has employed four people as fire information officers. The project runs for three years together with sister companies in the Framtiden Group and is aimed at the long-term unemployed, especially women immigrants.

The Vårdskapet project, also run together with sister companies in the Framtiden Group and Göteborg & Co, provides opportunities for around 200 young people aged between 16 and 25 to work as volunteers during the Gothenburg culture festival, giving them an entry to the job market. Participants are recruited from all districts and includes training. The goal is for this to be a long-term project.

Another scheme, called Backa BASE, aims to give young people aged 18-25 job support and opportunities to find their own home. Other actors in this project include Poseidon, Familjebostäder, Stena Fastigheter and Backa district office. Nine young people have received training in caretaking at pre-schools or homes for the elderly.

Bostadsbolaget also offers a number of trainee places for students at professional vocation schools and always has 10-15 students gaining work experience.

### Tackling segregation

Segregation can take many forms and can be based on ethnicity, age or a monotonous form of accommodation.

In areas where few or no tenants own their own apartments, Bostadsbolaget can offer a select group of tenants the opportunity to buy their own apartment and form a housing cooperative. Due to the

economic downturn in 2009, no such schemes were operated.

Bostadsbolaget also works to create commercial services and jobs in exposed areas. In Hammarkullen, Bostadsbolaget and other organisation run a scheme called Urbameco aimed at bringing social and economic growth around centres in outlying districts. Ten other European cities are involved in this project.

Another way to counter segregation is to help old people to remain living in their own homes. In the Majorna district Bostadsbolaget has developed a concept called Next Step Living, while in Södra Biskopsgården and Hammarkullen the company has established special accommodation for seniors.

### More secure accommodation

Feeling secure is a vital component of accommodation. Bostadsbolaget works in various ways to achieve this, from keeping areas clean and tidy to improving lighting.

Bostadsbolaget is involved in a special project called Ung & Trygg i Göteborg to prevent young people in risk zones falling into criminality, abuse and social exclusion. Other participants include local authorities, the police, prosecutors, education officials and housing companies. The company is involved in other such schemes and provides premises for neighbourhood watch activities.

Together with other property owners in the central Hisingen district, staff are being trained to detect and deal with violence against women in the home.

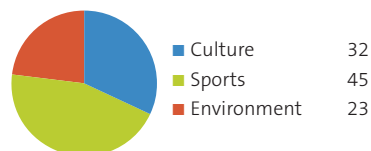
In the 2009 customer survey, Bostadsbolaget improved its grade on security by two points to 68 and on tidiness to 74. The latter grade has risen five points since 2005.

### Supporting local clubs

Clubs and local associations play an important role for many young people. Bostadsbolaget gives priority to sponsoring local bodies, primarily sports clubs, that have a high quality organisation. Many of these clubs award Bostadsbolaget's prize for good friendship each year.

The company supports an exhibition that promotes sustainability at the annual

### Bostadsbolaget's support for local clubs (sponsorship, %)



Bostadsbolaget aims to be an active partner of local clubs as well as providing support to organisations that promote a long-term sustainable society.

culture festival in Gothenburg.

The arts also have a prominent position in the company. Bostadsbolaget has a large collection of artistic works, while some of the company's buildings are also recognised and protected works of art in themselves.

Cultural activities are often included in the many health and exercise activities performed throughout the company. The Öster district, for example has continued a culture scheme at the request of employees and which has so far included opera and theatre visits, and literature and painting activities.

### Other efforts

Bostadsbolaget works with the City of Gothenburg property office to provide social and medical priority to people outside of the normal housing market. A total of 81 apartments have been made available in this way, while a further eight apartments have been offered to voluntary organisations including Hassela, Stadmissionen, etc.

Bostadsbolaget provides premises for a municipal day centre for young people with psychological difficulties. These people have also taken part in outdoor environment schemes.

## Staff responsibility

# Bostadsbolaget has satisfied employees

In 2009 Bostadsbolaget received strong confirmation that its efforts to be an attractive employer providing development opportunities are succeeding. The index measuring employee satisfaction rose by nine points to 78. This was the second year this index has risen, indicating that the long-term strategy is paying off both for the company and individual employees.

Having satisfied employees is a prioritized goal for the City of Gothenburg. Bostadsbolaget has an ambition to be, and be perceived as being, an attractive employer. Bostadsbolaget staff shall be given the opportunity to develop at a pace that matches their own capabilities and the needs of the company.

Bostadsbolaget measures employee satisfaction in the form of an index. In 2009 the index rose from 69 to 78, which is the result of focused efforts.

One of the keys to the improvement is a

programme of changes introduced in 2007 which continued in the past two years. One of the key areas of focus has been employee commitment.

Bostadsbolaget aims to provide a workplace where everyone feels that they can develop and grow. The aim is to create a positive spirit and identify best practice in all situations. Nobody should get left behind, and everyone shall fully participate in developing the company. It is everyone's responsibility to ensure that everyone is fully committed.

### Improving employee health

Another key goal for the City of Gothenburg is to reduce sick leave. Low levels of sick leave are an indication of a good work environment that gives staff the opportunity to develop.

Bostadsbolaget works proactively and resolutely to reduce sick leave. This includes offering subsidies for activities that foster good health and one paid hour each week for exercise.

Staff are also given opportunities to test different recreation activities organised by



Bildradiogatan, Järnbrott

the company. In 2009 this included courses in dancing and climbing. On top is the immediate health effects, such activities give staff from different districts the chance to meet, which boosts team spirit. Other examples of exercise activities include a walking competition and district-based events such as healthy breakfasts lead by dieticians and bicycle trips to Onsala, 36 km south of Gothenburg.

### Reduced sick leave

Bostadsbolaget follows up and analyses all instances of sick leave in order to offer employees the right treatment. The focus is on repeated short-term leave in order to prevent this developing into long-term problems.

In 2009 Bostadsbolaget launched a campaign aimed at achieving accreditation for activities that promote good employee health. Bostadsbolaget was assisted in this work by Korpen, a national body that promotes exercise activities for the general public. The emphasis in the campaign is on the individual needs of each work team. Gaining a diploma in this area is a sign that the company is serious about the health of its employees. In January 2010 Bostadsbolaget was awarded its diploma.

Efforts in this field lead to sick leave during the year declining from 4.5 per cent, compared with 6.9 per cent the previous year.

### A learning organisation

A central part of individual employee development is competence improvement. Individual competence development is based on annual career appraisals as well as individual and company goals. The

result is individual development plans.

In addition, Bostadsbolaget performs central training. For example, the second stage of a training course for caretakers was completed in 2009. Managers have also continued their education in employment law.

A further form of competence development is the Group-wide leadership programme which focuses on best practices. The aim is for best practice to be a natural part of daily activities for all employees.

The City of Gothenburg's goal is that managers' know how in gender issues shall increase and Bostadsbolaget's courses therefore include training in this area.

Leadership development includes securing a supply of managers for the company over the long term. This means identifying management potential among existing employees.

Separately reported costs for training in 2009 amounted to SEK 1.5 million.

### Equality and diversity

Bostadsbolaget aims to make the most of each individual employee's skills and qualities. This can best be achieved when all employees are offered equality of

opportunity, irrespective of gender, age, sexual preference or ethnicity. The company also believes strongly that mixed teams are best for development and job satisfaction.

Competence is always the decisive factor when recruiting new staff, but Bostadsbolaget also considers the municipality's goal that the staff structure shall reflect the make-up of the population of Gothenburg.

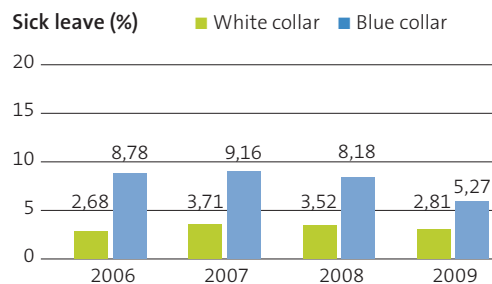
Bostadsbolaget has an equality advisory board comprising representatives of the company and the trade unions. This advisory board meets twice a year to follow up the annual action plans.

Another way to improve equality is to give parents opportunities to combine work and parenthood. Bostadsbolaget offers flexible working hours and encourages staff to come into work during longer periods of leave.

### Disputes

In 2009 Bostadsbolaget was not involved in any legal disputes associated with work conditions or similar issues.

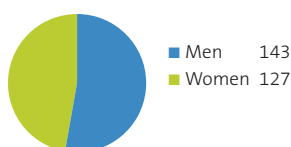
### Significant reduction in sick leave



Bostadsbolaget is one of few property companies that employs its own cleaning staff. Sick leave for this group fell from 15.75% in 2006 to 8.73% in 2009.

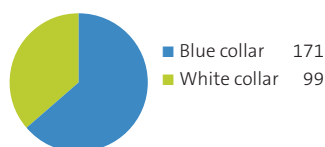
### Working together for our tenants

#### Distribution of women and men



Total number of full-time employees at year-end: 270

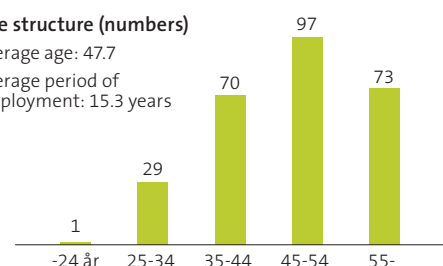
#### Distribution between white collar and blue collar employees



#### Age structure (numbers)

Average age: 47.7

Average period of employment: 15.3 years



## Economic impact

# A large contribution to society

**Bostadsbolaget's activities affect society in many different ways. One way of measuring this is to consider Bostadsbolaget's economic impact on society.**

While providing an important service to the community, Bostadsbolaget is fully self-financing. The company does not receive any financial support from the City of Gothenburg and its population. Profits that are generated are mostly invested back in the business.

### Taxes and mandated fees

Bostadsbolaget contributes directly and indirectly to the Swedish state, the county council and the municipality. The largest contribution is through the various taxes paid by the companies and its employees.

Taxes and fees	SEK m
Corporation tax	2
Property tax	33
Salary overheads and social costs	37
Employee income tax	25
Tax on purchased services (electricity tax, etc.)	11
Debit tax	12

### Support for organisations, clubs and projects

Another form of economic impact is the sponsorship paid to organisations, clubs and projects supported by Bostadsbolaget.



## Bostads bolaget

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Bostadsbolaget is a limited company, wholly owned by the City of Gothenburg  
and with Förvaltnings AB Framtiden as the parent company

[www.bostadsbolaget.se](http://www.bostadsbolaget.se)