



**CSR REPORT 2012**  
a report on sustainability

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## GAVLEGÅRDARNA

### About Gavlegårdarna

Gavlegårdarna is Gävle's public housing company, with a housing stock of over 15,000 flats. Because good housing and residential environments are essential for the city to grow and develop, our company has an important role to fulfil. We should stand for clear public benefit that is widely shared between our tenants, the residents of the municipality, and the city of Gävle.

We don't just manage people's residential environments right now; we are also an important part of urban planning for the future. We are involved in the work to make Gävle a cleaner, more beautiful, and more pleasant city in which to live.

Living well makes people feel good. A pleasant and safe neighbourhood makes people happy. A new district makes the residents of the city proud.

# 15,242

is the number of different types of housing that we offer.

# 1,010

million Swedish kronor was our turnover in 2012.



# Corporate Social Responsibility (CSR)

**The social responsibility** of the company – or CSR – is extensive. Corporate Social Responsibility, for which the English abbreviation CSR stands, is basically about taking responsibility, not only for the impacts the company has on society which are positive, but also for those which are negative. It is about how we voluntarily integrate social and environmental considera-

tions into our activities in collaboration with other interested parties. This is all based on perspectives linked to social responsibility, environmental responsibility, economic sustainability and an ethical approach to our employees. CSR is about being proactive, credible and transparent in issues affecting people and the environment.

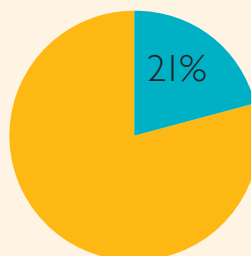
**We are publishing** this report to show some of the examples related to sustainability issues that our company is working on.

The CSR Report can, in principle, be translated as a Sustainability Report. We have chosen the English name because the report is produced in cooperation with other European companies within the Eurhonet network.

## Our mission

Gavlegårdarna's focus on the future, as a long-term public housing company, strengthens its position in the housing market where the future municipal needs are greatest and where the purely commercial conditions are not obvious. The company should therefore focus on developing housing for the elderly, for the disabled, and for young people, with all of this based upon the needs of these groups. Just as before, the company must also take special responsibility for any other groups who find themselves in a difficult position within the housing market.

21% of Gavlegårdarna's tenants have passed their 65th birthdays.



# 194

employees at Gavlegårdarna work with everything from management to administration and caretaking.

# Commitment is our *most sustainable resource*

**At Gavlegårdarna**, we are currently laying the foundations for the company's new business plan, our common vision for the future. During the work involved in this process, I have had the pleasure of meeting all of our employees in groups of ten.

**That Gavlegårdarna has** very committed employees was not news to me. The employee survey we carry out each year always gives positive results. We also have a high proportion of employees who have been working with us for a long time. But to really become acquainted with the genuine commitment and powerful drive that exists within the company was inspirational. We had the opportunity to question what it is that makes us feel happy at work on those dark February mornings, when the snow is falling and the temperature is well below -10°C. We were met with answers concerning safety, security, and the community spirit we all feel,

together with our fellow workers. But our employees also value the feeling of making a difference, of being able to help, and of being able to give a little extra energy to our tenants.

**We can say with pride** that Gavlegårdarna is a company where there is deep-rooted social commitment in everyone who works here. We are undeniably a public housing company that can get

homes of our tenants. During the year, the company invested SEK 200 million in renovation work. Furthermore, our occupancy rate reached an unprecedented high level. We have never before had so few vacant flats in our portfolio.

**Gävle is also a growing city**, one that people are moving into, which is something that is, of course, positive in itself.

At the same time, however, this

» Developing the city of Gävle is, in other words, a challenge we take on with the utmost respect «

involved and contribute to the general well-being of the inhabitants of Gävle.

**2012 was, in many ways**, a historic year for Gavlegårdarna

We have only rarely, perhaps never, focused so much on improving the

development places great demands on us as a municipal housing company. This is partly because every third inhabitant of Gävle already lives in one of our flats, and partly because we must take an active role in the work related to the housing of the future.

## BRIEF FACTS ABOUT

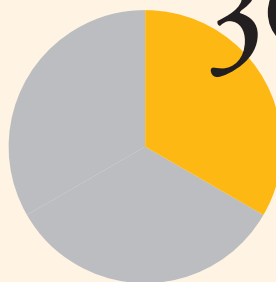
### GAVLEGÅRDARNA

#### Our areas

Gavlegårdarna has over 15,000 flats throughout the Municipality of Gävle, the majority of which are in the built-up areas of Gävle itself (in the districts Gävle Strand, Öster, Brynäs, Bomhus, Andersberg, Sättra and Hagaström). However, we also have flats in the city centre, as well as commercial properties in many of the various districts.

# 910

Swedish kronor per square metre is our average rent.



# 30,000

people live in one of Gavlegårdarna's various types of housing. This, in turn, means one in three of every inhabitant of Gävle.

## EDITORIAL

Work on renovation and new construction in 2012 has resulted in almost 200 new flats being put onto the market during the first half of 2013. However, in order to meet demand, Gavlegårdarna will, according to the owner's directive, have to build a further 500 new flats in the next five years. In effect, this can be compared with creating an entire new suburban district. Furthermore, all new construction must be available to as many people as possible, it must be carried out with the greatest possible environmental considerations, and it must be economically sustainable.

Developing the city of Gävle is, in other words, a challenge we take on with the utmost respect.

We will get involved, and help anyone who wants to move to Gävle to find attractive housing alternatives. When people's lives change, we will, of course, also have the opportunity to find them new forms of accommodation.

**Collaboration is an important** prerequisite if a city or a company is to succeed in its development. During the year, the Municipality of Gävle has worked on the proposals for the strategic environmental programme that will be applicable in the future. This programme will show which of the efforts and investments being made regarding environmental issues are believed to offer the best effects and should therefore be prioritised. Gavlegårdarna has, together with other companies and administrations, functioned as a consultative body for this work.

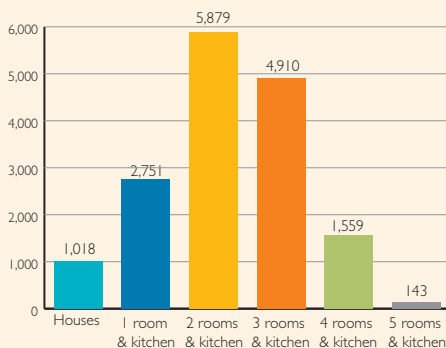
**Collaboration is also** a key word regarding our participation in the European housing network, Eurhonet. Here we have the opportunity to compare ourselves with each other and to learn from other company's work on sustainability issues. Our vision for the future of this network is that even more of Gavlegårdarna's employees should get



*Cathrine Holgersson, MD*

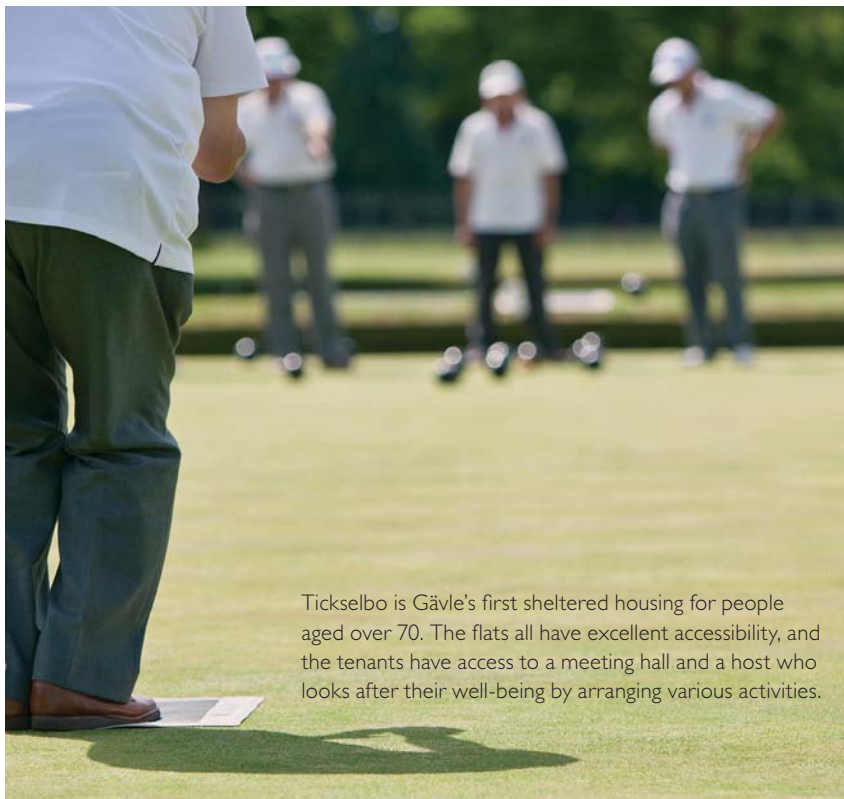
the chance to participate. Our company and its employees' desire to get involved is one of our most important – and most sustainable – resources for the future.

Please take a look through this year's CSR report, the fifth in succession.



# 991,653

Gavlegårdarna rents out a total living space of nearly one million square metres. This area is divided between houses and flats with one to five rooms and a kitchen. In addition to this, almost 150,000 square metres of commercial floor space are spread across just over 1,100 commercial properties. Some of our tenants there include municipal operations, restaurants, the county council, shops and hairdressers.



Tickselbo is Gävle's first sheltered housing for people aged over 70. The flats all have excellent accessibility, and the tenants have access to a meeting hall and a host who looks after their well-being by arranging various activities.



## *Social responsibility* in residential areas

We know how important the home and its nearby environment are when it comes to creating possibilities for people to lead good lives. We therefore place great emphasis on the taking of social responsibility in our residential districts.

Gavlegårdarna's tenants can choose between various forms of housing – out in the countryside or in town, in newly constructed buildings or older properties. It is important for the company to be able to offer housing that meets the different needs and lifestyles of its customers.

Nobody should receive special treatment either; rather, everyone should be treated equally, regardless of gender, disability, ethnicity, religion, age, or social status.

The company's owners also emphasise the importance of good accessibility. Whenever new homes are being built or existing properties renovated, Gavlegårdarna should ensure that such accommodation suits many people. Regardless of age, or where they happen to be in life.

### **Families in focus**

Several of Gavlegårdarna's housing estates have hundreds of tenants living in them, where there are many families with children. By area, Sättra is Gävle's largest suburb. There are large playgrounds and green areas there, providing

plenty of opportunities to socialise.

More than thirty children aged between one and sixteen meet up in the meeting hall Paletten on Sundays. The initiator of this is the tenant and enthusiastic driving force Elena Al Damanhouri who, for three and a half years now, has been there for these children every week. The financial support, which comes from Gavlegårdarna and the Tenants' Association's collaboration project for "An active Sättra", is used to provide various things, including of course refreshments. Elena works entirely on a voluntary basis.

It is the children themselves who set the agenda for the activities that take place there, both indoors and outdoors. The only common rule for the group is that computers and computer games will not be used.



## VACANT FLATS

AB Gavlegårdarna treats all customers equally and allocates vacant flats in three different ways:

**Target:** (Market Square): The vacant flats here are offered to those customers who have accumulated the highest number of queue points.

**Direkt:** Direct): The vacant flats here are offered to the first five who register their interest.

**Förtur:** (Priority rental): The vacant flats here are offered to people with acute needs. These needs are based on three different perspectives:

- medical
- social
- local business

*You can apply for priority on local business grounds if you have found a job in Gävle and will be moving here for at least six months.*



“An active Sättra” is one part of Gavlegårdarna’s suburban renewal programme in east Sättra. Elena Al Damanhouri is one of the enthusiasts there who has received financial support for providing children’s activities at Paletten. Admission is free, and Elena herself works on a voluntary basis.

These Sunday activities at Paletten have shown many positive benefits for the tenants in the district. When children and adults cross boundaries and get together, new and wider networks are created. This, in turn, leads to increased security.

### Tickselbo – Gävle’s first sheltered housing

Sheltered housing is a new form of housing in which the state can provide financial support for a building designed for tenants aged seventy years or more. The requirements are for good accessibility, for common areas with a kitchen, and for the accommodation to provide staff on hand seven days a week.

During the year, Gavlegårdarna built Gävle’s first sheltered housing, Tickselbo, which was ready for occupancy in June 2013. One of the Sättra district’s most central properties has been renovated

and converted into modern accommodation with all of its conveniences. Tickselbo is just a stone’s throw away from Sättra Centre and its local services, such as a grocery store, a chemist’s, a health centre, and a library. The building itself is listed, which meant that the rebuilding work had to be carried out with great care in order to protect its inherent cultural and historical interest.

The building now has 62 flats – with one, two, or three rooms, in addition to a kitchen – spread over five floors. There is a community hall, an almost full-size restaurant kitchen, a hobby room, a guest flat, and a penthouse with a sauna, a relaxation area, a roof terrace, and a conservatory.

Accessibility is a priority everywhere, so all the stairwells have a lift, and the entrances are wide and equipped with ramps. The flats have spacious passageways and there are no doorway thresh-

olds. All materials used need a minimum amount of looking after, and well-placed electrical outlets and garbage chutes will help to prevent falls. A host, who could perhaps be called a “well-being host”, employed by Omvårdnad Gävle, is on-site in the building to organise activities for everyone. The range of activities on offer is decided by the wishes, commitment and imagination of the tenants.

### Social Living prize for Andersberg

Gavlegårdarna won Sabo’s Social Living prize for 2012, where the theme was the renewal of residential and suburban centres. The job of creating a vibrant centre for the Andersberg suburb had been going on for more than ten years. Gavlegårdarna collaborated with the municipality, businesses, and non-profit making organisations, all of whom were also invited to work with the planning.



One aspect of the district renewal programme in east Sättra involved the creation of twelve allotments, each of consisting of twenty square metres. The families who expressed an interest were offered courses in gardening and then their own allotment – all free of charge.



In 2012, Gavlegårdarna won Sabo's Social Living prize, where the theme was the renewal of residential and suburban centres.

The 6,000 square metre commercial area is now completely let, despite the many vacancies that existed when work began. The library has been extended, the recreation centre has been complemented with a new family centre, and the gym has moved up to the ground floor in order to make it more accessible. In addition to all of this, a convenience store with long opening hours has also opened.

Sabo's justification for awarding first prize included this: "Gavlegårdarna's strategy for Andersberg Centre demonstrates a holistic approach to physical, social, cultural, economic, and service-related issues. Great dedication has been shown in the work on public, commercial, and cultural initiatives."

### Maskinisten

During the year, several modern buildings were planned, initiated and

completed by Gavlegårdarna.

Maskinisten, the newly constructed four-storey building in Brynäs, offers both sheltered housing and fifteen flats. The building concentrates the population in the area more positively, and also fills a big gap in the housing market. The standard in the flats is high throughout, with a balcony or patio, a washing machine, a tumble drier, and a dishwasher. Two of the larger flats also have either their own sauna or a terrace on the roof.

The sheltered housing is located at ground level, making it easy for families who want to visit the residents. Nursing staff from the Municipality of Gävle are also on hand there.

### New at Gävle Strand

During the year, Gavlegårdarna's construction work continued at Gävle Strand, Gävle's newest residential area

## ACCESSIBILITY FOR MANY

High accessibility is an ownership requirement placed upon Gavlegårdarna, not only when it comes to new construction, but also regarding renovation work. Accessibility is not a question of adapting properties for just the elderly or the disabled. The company should build accommodation that suits many people, regardless of their age or where they happen to be in life.

Wide doors without thresholds, or ample space in the hallway and the bathroom, for example, might suit families who need extra space for pushchairs, nursing tables, or sports equipment.

Accessibility can also be about providing the space needed for the realisation of personal ideas and interior design.





During the year, Gavlegårdarna's construction work continued at Gävle Strand, Gävle's newest residential area by the sea, and on the four-storey building in Brynäs, Maskinisten.

by the sea. Two four-storey buildings with a total of 53 flats have been constructed, using prefabricated timber modules supplied by the Piteå-based company Lindbäck's. These buildings

have been constructed with the utmost respect for the environment. Furthermore, all the flats have, for example, individual metering and charging for hot water. There was great interest from

the inhabitants of Gävle when these flats were released onto the market. For example, a total of 128 people joined the queue for the seven flats that have one room and a kitchen.

Indicator		Unit	2010	2011	2012
Changes in the property portfolio		%	-	0.2	-
New construction of rental flats		Qty	4	35	5
Property acquisitions		Qty	-	-	-
Disposals (number of flats)		Qty	371	-	-
Operational cost development		SEK/m <sup>2</sup>	442	434	451
Rental development		SEK/m <sup>2</sup>	850	865	910
		%	2.1	2.4	2.9
Evictions due to disturbance or for financial reasons	Disturbance	Qty	0	1	0
	Financial reasons	Qty	69	51	41
Proportion of housing in the company's stock suitable for elderly and disabled people		%	45.3	45.5	45.5
Moving within housing stock (excluding students)	External	%	25.3	21.6	20.0
	Internal	%	6.0	5.6	5.8
Security index	Proportion feeling secure	%	77.8	78.9	79.4
Investments in districts with special requirements / urban renewal		% of turnover	-	-	-



## *Environmental responsibility*

Investing in climate and environmental issues is a matter of course for Gavlegårdarna in everything we work with. As a major player in the market, our actions are also highly significant. It is therefore obvious that we should work towards a long-term sustainable residential environment. The company has been environmentally approved, according to ISO 14001 standards, since 2011.

Gavlegårdarna's environmental work is based on the overall environmental goals contained in the company's business plan about promoting a sustainable living environment. It is a quality stamp that the company has been environmentally approved according to ISO 14001, but also a confirmation that the work we are doing is being carried out correctly. Not least because the certification requirements have been tightened in recent years.

The company's board decided some time ago that Gavlegårdarna should be climate neutral by 2015, i.e. the business should, by then, be operating without contributing to global climate change. The work on this issue is based partly

on annual follow-ups and partly on the drive for continuous improvement.

### **Water-saving project competing for a prize**

Half of Gavlegårdarna's housing stock, a total of 7,500 flats, were visited during 2012 as part of a two-year water-saving project. In each flat, the project checked for any leaks from the washbasins and toilets. The point here is that small leaks across the entire portfolio add up to many cubic metres of water being wasted. Shower hoses have been changed, smoke alarms have been checked, and all taps are now equipped with aerators.



## RUBBISH IS A RESOURCE

Large amounts of household waste from Gavlegårdarna's tenants were taken care of during 2012.

- 1,600 tons of organic waste became soil.
- 2,700 ton of combustible rubbish became energy and heat.
- 1,500 tons of packaging was recycled into new packaging.

During the year, Gavlegårdarna also took care of 16.5 tons of hazardous waste by seeing to its safe disposal. The waste came partly from our own activities and partly from our tenants.



## ISO 14001

Gavlegårdarna's policies and management systems are analysed twice a year by Intertek – the company that reviewed and approved our ISO 14001 environmental classification – in order to ensure that all of the requirements for classification are being followed.

## HIGH REQUIREMENTS

Gavlegårdarna places rigorous environmental demands on the suppliers it works with. The company has seven focus areas here, covering building materials, energy, chemicals, indoor environment, transport, waste, and increased knowledge both externally and internally.

This water-saving project is now competing for Sabo's Sustainability prize, the winners of which will be chosen in the spring of 2013.

### Biogas and electricity in the garage

Gavlegårdarna's service vehicles that currently run on petrol or diesel fuel are steadily being replaced with greener alternatives. Three more electric cars and two more biogas cars were purchased during 2012 for our caretakers and other service staff. These cars have operated without any problems, despite the long and extremely snowy winter. More biogas cars are on order for delivery during 2013. Gavlegårdarna has a total of over 50 service vehicles that are used in daily operations.

### Environmentally-classified construction

The newly built Maskinisten in Brynäs is the first property Gavlegårdarna has built with environmental classifica-

tion. For the past few years, various models have been available by which to environmentally classify an entire building along with everything contained therein. These models set high standards for documenting all of the buildings' various processes and materials. The documentation must show where in the building a certain material can be found, and also in what quantity. The process, its methods, and its financing will all be evaluated during 2013. One of the visions is that a new standard for environmental classification will be created which will, in the future, apply to all of the company's new construction projects.



## Northern Sweden's biggest solar cell plant

During the time that work was being carried out on the renovation of Andersberg Centre, the largest solar cell plant in northern Sweden was installed on the roof of the building.

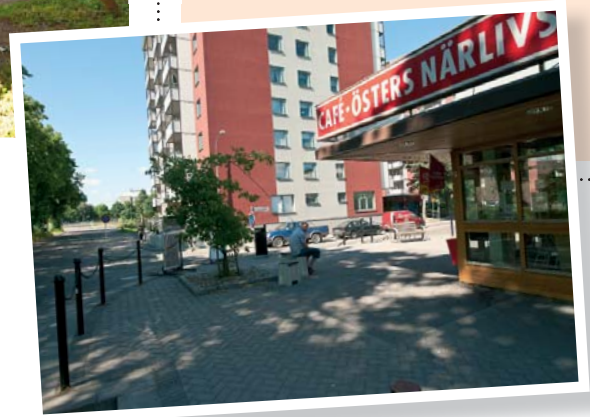


Indicator		Unit	2010	2011	2012
Energy consumed within the property portfolio	Total	kWh/m <sup>2</sup> atemp	159.8	158.9	159.8
(statistically normalised), of which:	District heating	%	86.6	87.0	87.2
	Electricity	%	13.4	12.9	12.7
	Oil	%	0.04	-	-
	Biofuel	%	-	-	-
	District cooling	%	-	-	-
	Solar panels	%	0.01	0.1	0.1
Amount of greenhouse gas emitted by the housing stock (statistically normalised for annual heating consumption)		kg/m <sup>2</sup> atemp	3.7	2.2	2.2
	District heating	%	99.9	100	100
	Electricity	%	-	-	-
	Oil	%	0.1	-	-
	Biofuel	%	-	-	-
	District cooling	%	-	-	-
	Solar panels	%	-	-	-
CO2 reduction, base year 2005		%	46.0	70.6	61.5
Proportion of renewable energy company uses		%	93.1	97.1	95.0
Amount of waste produced in the housing stock, excluding bulky waste	Organic waste	kg/flat	111	108	103
	Household waste	kg/flat	163	167	177
	Recyclable material	kg/flat	109	103	101
Environmentally certified, according to ISO 14001		yes/no	no	yes	yes
Water consumption in housing stock	Total	m <sup>3</sup> /m <sup>2</sup> atemp	1.20	1.23	1.24
	Hot	l/m <sup>2</sup> atemp	455	466	470
	Cold	l/m <sup>2</sup> atemp	745	764	770
Carbon dioxide emissions from company vehicles		tons of CO <sub>2</sub> /year	181	172	180
Average emissions of carbon dioxide equivalents by company cars		grams of CO <sub>2</sub> /km	-	-	0



## SOCIO-ECONOMICS GAINS

More than one in ten children of all age groups is somehow segregated from society. Studies show that a person who becomes segregated costs society SEK 10–15 million between the ages of 20 and retirement. In addition to the tremendous cost for society, it also entails enormous human suffering. Gavlegårdarna is convinced that investing in children and young people living in our residential districts gives socio-economic gains and is of huge benefit to Gävle.



# Economic sustainability

The process of reconciling social benefits with economic sustainability is one of Gavlegårdarna's greatest challenges. Legislation regarding commercial principles has to fit in with the focus on quality, environmental initiatives, and social responsibility. The phrase "businesslike public housing" fits our company well.

Gävle is a growing city, one that people are moving into. In order to cope with this, Gavlegårdarna has been directed by its owners to construct 100 new flats per year for the next five years. As a public housing company, Gavlegårdarna is very

important for those wishing to move to the city, and it must contribute towards ensuring that these people are able to find attractive accommodation.

Building sustainably is about managing the balance between the economy, the environment, and the desire to be of public benefit – benefit that can be shared between our tenants, the residents of the municipality, and the city of Gävle. We made investments during 2012 that will mean almost 200 new flats go onto the market in Gävle during 2013. Investment in new construction and maintenance activities for the year amounted to SEK 252.2 million (SEK 123.9 million in 2011).

### High Occupancy

Having been climbing steadily for several years recently, the rate of occupancy

hit unprecedented heights during 2012. At the year-end, there were only about twenty vacant flats in our entire portfolio.

### New research project

There are no methods available today to calculate the value of the social projects and investments carried out by public housing companies. Gavlegårdarna is one of the initiators of the research project "The Benefits of Public Housing", where Sabo along with a number of researchers are working on the issue. The goal is that public housing companies and their owners will be able to evaluate and monitor the value of the investments made, both from a commercial and a socio-economic perspective.



Indicator		Unit	2010	2011	2012
Annual investments					
Unused investment and maintenance costs	Existing stock	SEK	319m	260m	454m
		SEK/flat	21k	17k	30k
		% of total turnover	33	26	45
Company's investment in new construction and property acquisition	New construction	SEK	67m	42m	146m
		% of total turnover	7	4	14
	Acquisition	SEK	-	-	-
		% of total turnover	-	-	-
The company's rate of occupancy		%	97.2	97.8	98.2
Does the company follow an established procurement policy containing sustainability criteria?		yes/no	yes	yes	yes



We have four different types of collaborative agreement:

**Cooperation:** Cooperation for the benefit of predominantly our tenants' children and young people.

**Grants:** To companies and associations that work in the public interest and support our company's customers.

**Branding:** Brand strengthening activities where the company would like to be seen from the public interest perspective.

**Tenant influence:** Targeted grants made to various projects and activities that benefit customers in our company's residential areas.

## Working with other interested parties

Gavlegårdarna signs annual contracts with many interested parties locally, all of whom are active in a variety of different areas. Common to these agreements is that they always include something that will be of benefit to Gavlegårdarna's tenants. The willingness to work for the common good is therefore also conveyed by the company's partners.

Gavlegårdarna's goal is to actively work with our collaborative partners in a variety of different ways. Sport, culture, and

the environment are some examples of the areas on which we focus. We receive many enquiries and applications from companies and associations looking for grants or cooperation agreements with their operations. However, Gavlegårdarna wants to show great commitment in its work with the partners that are selected. All agreements that are signed are set up to primarily benefit tenants.

### Trotting school

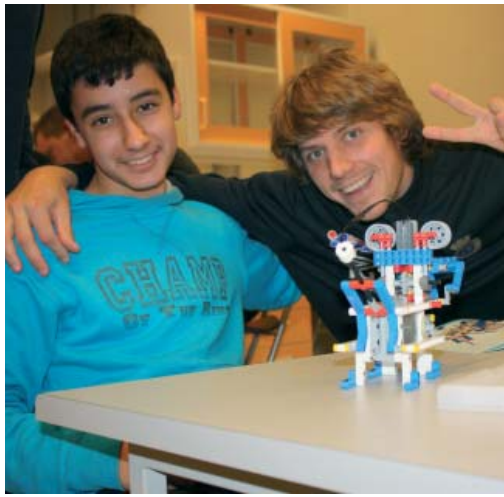
Trying out a variety of recreational activities can be expensive for a family with several children.

During the year, a collaboration project was put into action for the first time that resulted in ten children getting a place on a trotting course at the Trotting School in Gävle, entirely free of charge.

The course included ten training sessions of two hours each, and taught the children the basics of how to handle a trotting horse. Of course, the students also got the chance to harness and then ride the horses outdoors. Children and parents were all full of praise for this opportunity to put this interest to the test, and then be able to calmly make a decision on whether or not to continue with it.

### 100-year anniversary

Brynäs IF sports association celebrated its 100th anniversary during the year, something that really echoed across Gävle. In December, together with other municipal organisations, Gavlegårdarna arranged a four-day family festival that attracted many people into taking part. No less than 1,500 tenants were taken



## FACTS ABOUT STUDENT ACCOMMODATION

- Gavlegårdarna has about 1,000 student flats in Gävle.
- A dedicated website, [www.gavlegardarna/student](http://www.gavlegardarna/student), makes it easier to search for housing and get information concerning student accommodation and so on.
- The website is linked to Google Translate and can thus be roughly translated into a great many different languages.
- Communication is dealt with using Facebook and a chat site, where students can get information concerning them directly, as well as engaging in dialogue with Gavlegårdarna.



by bus to the Christmas party at the Läkerol Arena. For many of them, it was the first time they had seen an elite ice hockey match from the arena itself.

The outdoor arena, built for one of the elite team's games, was open to the public for skating during the festive season. Many of Gavlegårdarna's tenants took the opportunity to try out their skills on ice-skates.

### Football meeting

Rapatac is a concept that gives children and young people the chance to grow up in a safe and stimulating way, not least via the activity centre that has been built in the Nordost district. Gavlegårdarna has been supporting the project for several years.

Many of the children in the area play football in their spare time. During the year Rapatac, together with Gefle

IF Football Club, invited these children to a lecture, some interaction, and then a joint football match. This was an activity that attracted many happy and committed participants.

Gefle IF Football Club also has a collaborative agreement with Gavlegårdarna. This football activity is therefore a good example of how several external partners working together can offer even better things to our tenants.

### Theatre in a tent

Gavlegårdarna invested in several collaborative arrangements in new areas during the year. For example, making culture and theatre more accessible was one of the objectives of the agreement set up with the county theatre group Folkteatern. When tickets were allocated by lottery for a tent show in

October, demand was enormous. Even though the rain fell on the hydraulic and collapsible variety tent, all the seats were filled with an expectant audience.

### Gävle attracts students

There is a lot of pressure on the student housing market in Gävle at the moment. Gavlegårdarna currently manages a total of 824 accommodations – flats as well as rooms in a corridor. Student housing can be found at Högskolan, in Villastaden, in Söder, and in Sättra.

Due to the renovation work being carried out in east Sättra, Gavlegårdarna had slightly less student accommodation available during 2012. During the second half of 2013, however, a number of "new" homes for students will become available when one of the renovated properties is turned over to them. It is expected that on





1 September a total of eight flats and 44 student rooms will become available. This must be seen as positive, because there are no signs that demand for student accommodation is about to fall.

### New services at a discounted price

A housing company such as Gavlegårdarna is involved in large moving chains every month. It is crucial for the logistics at this time that notice periods and agreements are abided by. There is increasing demand from tenants today for services that help with removals and cleaning, something that Gavlegårdarna has also taken up. Collaborative agreements have been set up with a number of local suppliers in the area. In addition to the tax deductions that are available, all of these companies now offer special pricing to Gavlegårdarna tenants. These agreements

don't just benefit small and medium-sized companies in the local market; they also provide more tenants with the possibility to make use of a wide range of services. This collaboration is going to be evaluated and will then, hopefully, be expanded to cover even more services in the future.

## CUSTOMER SATISFACTION INDEX

A large customer survey is carried out every year, where the company's customers can say what they think about their housing. The questions are divided between how they perceive our company's services, how safe and secure they feel in the area in which they live, and the condition of their flats.

In 2012, a total of  
**93.4%**  
 our tenants were  
 satisfied with their  
 housing





Indicator		Unit	2010	2011	2012
Is the company environmentally certified according to ISO 14001?		yes/no	no	yes	yes
Percentage of women in management positions	Board	%	27	22	22
	Management group	%	36	36	44
Proportion of the company's tenants who are satisfied with their housing	Service index	%	81.2	80.4	82.9
Does the company actively work with action plans aimed at increasing the satisfaction of the residents?		yes/no	yes	yes	yes
Does the company have a working method for continuously evaluating the board and management?		yes/no	yes	yes	yes
Does the company operate by a documented code of ethics?		yes/no	yes	yes	yes
Does the company initiate and carry out regular dialogue with its tenants?		yes/no	yes	yes	yes
Does the company have long-term goals towards which to navigate, derived from its business plan?		yes/no	yes	yes	yes
Is the company's CSR work evaluated by an external organisation?		yes/no	no	no	no



A lot can happen when there are 30,000 tenants – and not always during office hours. There are seventeen employees in Gavlegårdarna's emergency response team who, once every eight weeks, will be on stand-by around the clock. Pelle Wahlström and Mats Eriksson have many years of experience in this group, and they like their jobs very much. The team is a close-knit bunch of people who always support and help each other. Whenever a vacancy arises here, there are always a lot of applicants for the job.

## *Good working* environment

Gavlegårdarna's social responsibility also includes the goal of being an attractive employer. If the company's employees are happy and feeling well, their commitment and desire to do a good job will naturally increase. Occupational training, leadership, and participation are just some of the areas that were in focus during 2012.

Extensive work got underway during the year on developing Gavlegårdarna's external brand. This means that the company's values and business plan are to be reviewed in their entirety which will, to a great extent, also be important internally. A far-reaching process has begun to lay the foundations for the company's vision looking further forward. All of our employees in small groups, together with the MD, have been involved in these discussions. There they had the opportunity to express their opinions about their work today and in the future, which driving forces they feel are important for their well-being and development, and in which direction





they would like the company to be moving in the years ahead.

### Occupational training

The annual employee survey is one part of Gavlegårdarna's effort for continuous change. The result forms the basis for strategic human resource decisions, and three major areas were in focus during 2012; occupational training, leadership and participation.

A course in Housing English, which was arranged for the employees in the customer centre together with the property managers, provided the inspiration for even greater cooperation within the company. Many departments offered their employees a half-day of work experience in another department during the year, something that was taken up and much appreciated by many. The ex-

perience gained in this way contributes towards a greater understanding of each department's importance to the whole organisation.

### Gott ledarskap ger delaktighet

Good management is absolutely essential for good staff. Good leaders give their employees the chance to have an effect and to contribute with their knowledge and abilities. This, in turn, leads to the staff becoming far more involved.

Gavlegårdarna's departments, the managers and employees together, formulated their own operational targets and planning during 2012. The employees were able to raise their own questions within the department and also gained some important insight into, and understanding of, the company's overall task.

### Healthy employees

Many of Gavlegårdarna's 200 employees value the active wellness initiatives very highly, not least because a lot of them have a physically and mentally strenuous job. The company's wellness hour and its fitness allowance are both widely used by the employees.

The staff club is also very active with efforts aimed at health promotion. The company provides financial assistance to the club, which then offers everything from the opportunity to try out new activities to taking part in courses for large groups. During 2012, our employees were able to choose from activities such as a waxing course for cross-country skiers, salsa dancing, rock climbing, and movie night.



Job satisfaction and healthy working lives are mottos for Gavlegårdarna's operation. The company is health certified, and a number of our health promoters have attended courses in four areas: vision, strategy, organisation, and fitness and recreation.

Indicator		Unit	2010	2011	2012
Company's employees		Qty	191	193	194
Form of employment	Full-time	%	94	97	96
	Part-time	%	6	3	4
	Until further notice	%	98	97	98
	Seasonal	%	2	3	2
Age	Women	18–29 yrs	-	6	4
		30–44 yrs	-	11	11
		45–54 yrs	-	17	19
		55–64 yrs	-	15	13
		65+ yrs	-	7	7
		Total	-	56	54
	Men	18–29 yrs	-	11	8
		30–44 yrs	-	18	19
		45–54 yrs	-	41	42
		55–64 yrs	-	54	52
65+ yrs		-	21	19	
	Total	0	145	140	
Special employment, salaried	Trainee	Qty	15	15	16
Distribution of average monthly salary (MD's salary excluded)	Office workers, male	SEK/month	33,786	33,789	35,458
	Office workers, female	SEK/month	28,395	29,090	29,683
	Blue-collar workers, male	SEK/month	23,076	24,262	24,289
	Blue-collar workers, female	SEK/month	21,486	21,781	24,893
Staff training costs – course fees	Total	SEK/employee	10,292	9,050	12,228
Staff training time per employee per year		hours	32	32	32
Absence from work	Total	%	3.2	3.50	3.26
Proportion absent from work because of:	Work-related accidents	%	0.01	-	-
Proportion of employees who are happy in their work		%	-	-	-
Is there a health and safety at work policy?		yes/no	yes	yes	yes

## EURHONET

European Housing Network, Eurhonet, is a network of almost 30 public housing companies from England, France, Germany, Italy and Sweden. Within Eurhonet, there is a strong will to work towards a sustainable society where the impact on our shared environment is minimised through awareness and the implementation of active measures.

[www.eurhonet.eu](http://www.eurhonet.eu)

## FRANCE

Delphis – Paris  
FSM – Melun  
Habitat 62/59/Picardie – Calais  
Le Foyer Rémois – Reims

## GERMANY

bauverein AG – Darmstadt  
BWG Bielefeld – Bielefeld  
DOGEWO 21 – Dortmund  
GBG Mannheim – Mannheim  
Gewoba-Bremen – Bremen  
GWG München – München  
PRO POTSDAM – Potsdam

## ENGLAND

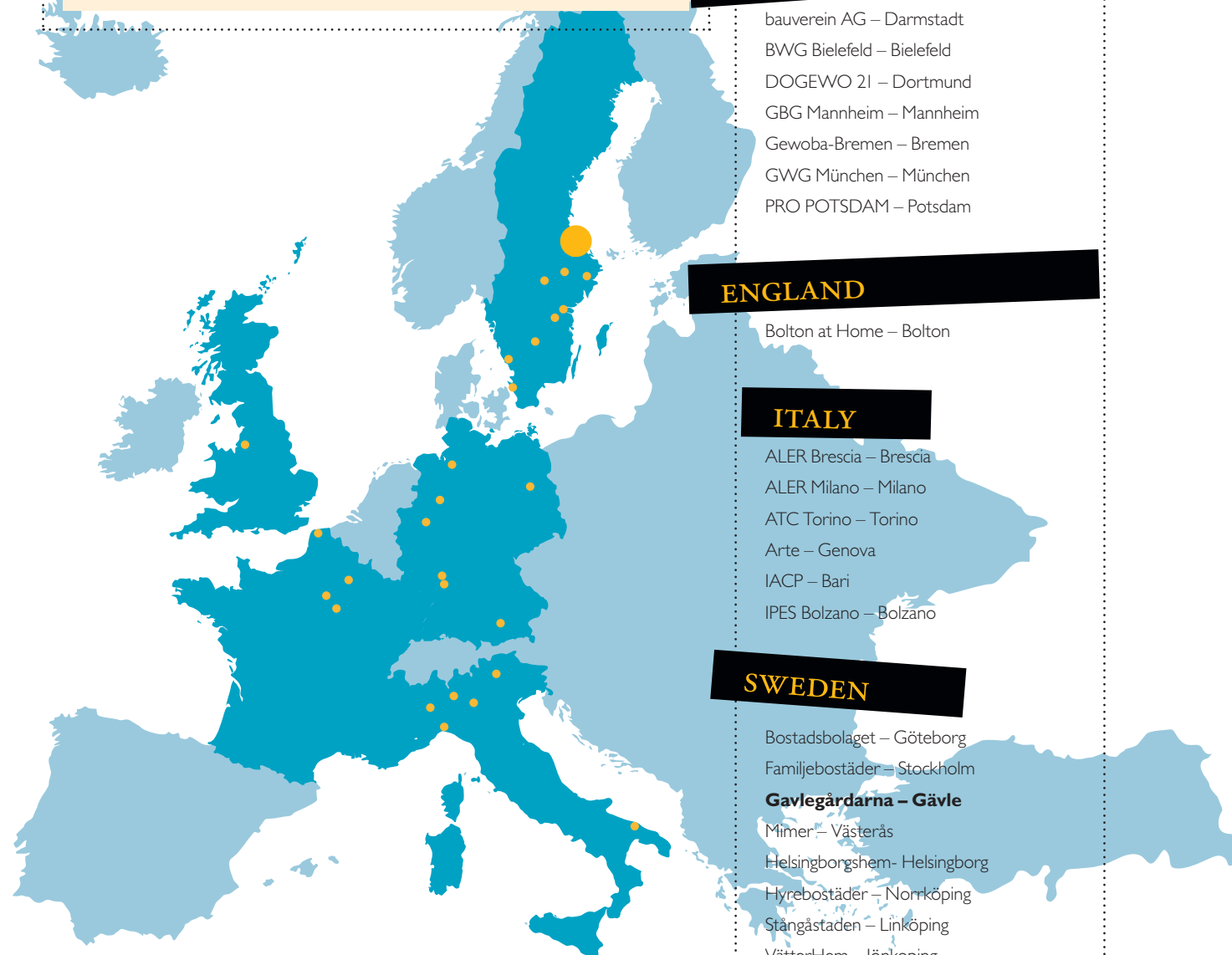
Bolton at Home – Bolton

## ITALY

ALER Brescia – Brescia  
ALER Milano – Milano  
ATC Torino – Torino  
Arte – Genova  
IACP – Bari  
IPES Bolzano – Bolzano

## SWEDEN

Bostadsbolaget – Göteborg  
Familjebostäder – Stockholm  
**Gavlegårdarna – Gävle**  
Mimer – Västerås  
Helsingborgshem - Helsingborg  
Hyrebostäder – Norrköping  
Stångåstaden – Linköping  
VätterHem – Jönköping  
ÖrebroBostäder – Örebro



# Definitions

## Renovation

This concept refers to flats that were, during the year, affected by major maintenance work, renovation, refurbishment or retrofit measures. Renovation is defined as changing a building, part of a building, or an installation into a state that is, from a functionality perspective, comparable to the condition of new. The concept of "renovation of flats" includes the replacement of waste water downpipes, so-called "re-lining", improvements made to seals in the bathrooms and kitchens, new kitchen cabinets, etc. Normal maintenance, such as wallpapering, painting, carpet replacement, and the replacement of individual sanitary products, is not included.

## Operating costs

Operating costs refer to operational, administrative and overall business costs.

### *Definition of renewable energy*

Renewable energy means a source of energy that is constantly renewing itself and, as far as we can tell today, will not run out in the foreseeable future. Fossil fuels are not considered to be renewable. It is true that certain types of fossil fuel are renewable, but the process takes a very long time; many millions of years. Furthermore, they are being used today at a rate far greater than that at which they are being renewed. Nuclear power is not considered to be renewable either, since its production is based on finite resources. From the sustainability perspective, it is of crucial importance whether energy is, or is not, renewable.

Solar energy, biofuels, hydropower and wind power are all renewable energy sources. Stored energy (fossil fuels) such as oil, coal, gas and uranium are not renewable energy sources. This means that electricity can be considered to be renewable energy when it is produced in hydro or biomass power plants, but not when it is produced in nuclear power plants or power plants driven by oil or coal.

### *Other renewable sources of energy:*

- Solar energy – solar cells, solar heating, solar panels
- Wind power – wind farms, wind turbines
- Hydropower – salt and wave power, tidal power, ocean thermal power
- Terrestrial power – heat pumps, underground heating, geothermal heating, water heat exchangers
- Bioenergy – fuel pellets, biofuel



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