



# CSR-RAPPORT 2011

*— a report on sustainability*





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# 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 "relining"; 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.

## SKY-average

The average figures for SKY companies in 2011 come from data supplied by: Bostads AB Vätterhem, ÖrebroBostäder

AB, Helsingborgshem, AB Stångåstaden, Gavlegårdarna, and Familjebostäder Stockholm.

## 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 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.



# 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 considerations 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, see page 22.

# About Gavlegårdarna

Gavlegårdarna is Gävle's public housing company. We are expected to create personal benefit and wellbeing for our tenants, but also to operate for the common good of all residents in the municipality. Good housing and good living environments are prerequisites for the city to grow and develop and, if we do a good job, Gävle will become a cleaner, better and more pleasant in which to live. Welcome to Gavlegårdarna!

## Our mission

Gavlegårdarna's focus on the future, as a long-term and social 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 will therefore focus on developing housing for the elderly, for the disabled, and for young people, 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 relative to the housing market.

## Gavlegårdarna's business

The business plan is Gavlegårdarna's comprehensive strategic document. The current business plan covers the period 2008–2012, but in many ways our planning is based far beyond that. The business plan is built around four focus areas: **people's social needs, a sustainable living environment, diversity, and the renewal of housing and housing areas.**



## A few key numbers

Number of flats	15,200
Turnover	SEK 980 million
Balance sheet total	SEK 4 billion
Number of commercial properties	1,100
Number of employees	200
Number of tenants	around 30,000



# We are working together for a sustainable future



**Every third resident of Gävle** lives in one of Gavlegårdarna's properties. It is therefore only natural that we should take social responsibility in our residential districts. Between 2004 and today, interest in CSR (Corporate Social Responsibility) has grown significantly, both nationally and internationally. Here at Gavlegårdarna, we are convinced that solid work on sustainability issues is essential for the company and in turn good for Gävle. We have therefore decided that for the fourth successive year to produce a sustainability report describing this work.

**We are very proud to announce** that we have become environmentally- and quality- certified during the past year. This certification gives us a stamp of approval for the quality of our work; it is confirmation that we are working on the right things in the right way. However, we will not become complacent but will carry on working on continuous improvements in all areas. Our employees work all the time from the perspectives of social responsibility and sustainability. It can be read in the report about

how we get involved with and for the children in our areas. These children are our common future. It is therefore important that we carry out these activities, and also that we cooperate with other organisations. Together we are striving to give all children an equal chance in life! Our effort and investment in the Mixed

»»We are striving together to give all children an equal chance in life!««

Activity Centre in the Nordost district is one of many good examples here.

**The biggest challenge** for Gavlegårdarna in the future is to take care of the houses built in the 1960s and 1970s. The next district in line for renewal is east Sättra. A focal point of this renewal is sustainability. We consider, and also create a balance between, aesthetics, the economy, ecology, and sociology in our work on redevelopment. In terms of its physical appearance, Sättra is "the white-coloured suburb", but we are now working with the name "Beautiful Green Sättra" which we hope says a great deal

about what we want to do in the area. Great consideration is being given to the wishes of our customers.

**The model for this report** has been developed in collaboration with the European housing network, Eurhonet. It gives us the possibility of comparing

ourselves with other housing companies, both in Sweden and in Europe, and means we can all learn from each other. Thanks to this collaboration, our knowledge will be greater and we will be able to find new ways to develop the company's operations.

By taking sustainability seriously, we are taking responsibility for our role in the healthy development of our society!

Please take a look through this year's CSR report!

*Cathrine Holgersson,  
Managing Director*



Several of the children had been to the circus before, but couldn't wait to see the animals and the clowns again. Hedda, aged 4, couldn't believe it was for real ...

## Social responsibility in residential areas

The home and its immediate surroundings are important when it comes to creating possibilities for people to lead good lives. By taking social responsibility, we are helping to create good living conditions as well as a safe and secure environment for everyone who lives and works in Gävle.

Gavlegårdarna's customers can choose from many different forms of housing, ranging from rural accommodation (in what was once industrial workers' housing) to homes in the city centre, to flats by the sea with their own private moorings. The company's attitude and approach are that all aspects of its operation should contribute to a good standard of living.

It is important for the company to provide housing that meets the needs and lifestyles of its customers, at various price levels and in different environments. This means that

nobody receives special treatment, but rather that everyone is treated equally regardless of gender, disability, ethnicity, religion, age, or social status.

Gavlegårdarna has housing, among other places, on large housing estates, where several hundred children and young people can share the same courtyard. Through various collaborative partnerships, including some with youth clubs and other partners, many activities are carried out here with the objective of strengthening solidarity among the people who live there.



A home game at Läkerol Arena. For many families this was their first visit to the arena.



The Boskolan concept has been invaluable for both the residents and for Gavlegårdarna. When dialogue increases, misunderstandings diminish.

### Families in focus

Together with their parents, a hundred children from the Nordost and Öster housing estates were given tickets to one of the performances when the Circus Brazil Jack came to town. Filled with expectancy and happiness, they waited for the show to start, with everything from acrobats and clowns to popcorn and candyfloss.

During Brynäs IF's ice hockey season, 50 families, or a total of 200 people, got the opportunity to see the ice hockey team playing in the Läkerol Arena. For many of these people, this was their first time there. The families were given their tickets to the game,

along with free bus travel, the chance to play with the Hockey Tiger mascot, and refreshments for the children.

### Boskolan – for increased dialogue

The distance separating, for example, Somalia and Sweden is not only geographical. There are also major cultural differences when it comes to living in a country like Sweden. Together with the local Immigrant Centre, Gavlegårdarna runs a "boskola" (literally a "school in how one should live") once a month for up to 15 people per stairwell. The purpose of this is to increase people's knowledge about how the system within a rental accommo-

### 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.*





The skate park is full of guys who get together to spend time together and ride their bikes. "It's good here," they say.

ation building operates. For example, how the cooker in the kitchen works, what rules apply in the laundry room, and the way to correctly sort and dispose of waste. Boskolan has given a great deal back to the company, and it has both reduced misunderstandings and increased dialogue with our new tenants.

### Fullriggaren, the gateway to Gävle Strand

At Gävle Strand, Gävle's newest residential area by the sea, the high-rise building called Fullriggaren, with its 12 storeys, has now been completed. The once disreputable Alderholmen area has now become Gävle's most modern district. Another phase will be starting soon, where Gavlegårdarna is one of several players involved in the construction of more houses by the sea.

Fullriggaren hasn't just become the gateway to the new area; it is also a suburban centre, complete with flats, a restaurant and sky bar, a grocery store, a café, and a health centre.

All of the 29 flats in the building have been let, and the tenants are all happy, especially with the position, the view, and the surrounding area.

"There is a sense of security and friendliness in this building," said Merja and Richard who live in the house.



"There is a sense of security and friendliness in this building," said Merja and Richard who set up home together in Fullriggaren.





Indicator		Unit	2009	2010	2011	SKY average
Average area per type of residence	1 room + kitchen	m2	43	43	41	40
	2 rooms + kitchen	m2	62	60	60	61
	3 rooms + kitchen	m2	79	77	77	78
	4 rooms + kitchen	m2	98	98	98	98
	5 rooms + kitchen	m2	104	116	116	118
	>5 rooms + kitchen	m2	150	144	144	146
Average rent per type of residence	1 room + kitchen	kr/m2	944	960	944	998
	2 rooms + kitchen	kr/m2	844	860	880	926
	3 rooms + kitchen	kr/m2	786	804	825	883
	4 rooms + kitchen	kr/m2	766	782	801	866
	5 rooms + kitchen	kr/m2	773	789	821	834
	>5 rooms + kitchen		838	851	863	801
Operational cost development*		kr/m2	414	438	431	486
Rental development		kr/m2	830	847	862	899
		%	3.7	2.1	2.4	2.4
Moving within housing stock (excluding students)	Total	%	26.2	25.3	21.6	22.4
	Internal	%	10.7	6.0	5.6	8.5
Evictions due to disturbance or for financial reasons	Disturbance	Qty	0	0	1	1.7
	Financial reasons	Qty	74	69	51	23.5
Proportion of the municipality's special housing that the company provides		%	59	59	60	63.9
Company operates a non-discriminatory hiring policy		Yes/No	Yes	Yes	Yes	-
Company works to increase social cohesion in its districts		Yes/No	Yes	Yes	Yes	-
Proportion of housing in the company's stock suitable for elderly and disabled people		%	43.5	45.3	45.5	53.0
The company works with safety and security issues on an ongoing basis		Yes/No	Yes	Yes	Yes	-
New construction of rental flats		Qty	-	-	35	53
		%	-	-	0.2	

\* operational costs refer to operational costs, administrative and overall business costs.



# Environmental responsibility

Investing in climate and environmental issues is a matter of course for Gavlegårdarna. As a large company with a good economy, we have the natural strength to be able to operate long term. In this role of major player, we also have a social responsibility, and our actions are significant for the climate.

Gavlegårdarna's board has taken the decision that the company will be climate neutral by 2015.

This means that the company will, by then, be conducting its operations without contributing to global climate change. Environmental work is based on annual monitoring and a striving for continuous improvement.

## Beautiful green Sättra

This is a much-loved part of the city where many residents of Gävle grew up. The houses were built of high-quality materials, all close to the forest and the big meadows. But, alas, Sättra

looks like a well-worn district today. A lot of people have been waiting eagerly for this white-coloured suburb to become green, not to mention nice again. Now, at last, renewal work is starting in eastern Sättra.

According to Gavlegårdarna's vision, the district renewal in Sättra will be carried out with a focus on sustainability from several perspectives. There will be a balance between aesthetics, economy, ecology and sociology. This means that the company takes into account everything from the exterior of the buildings to the surrounding nature and green areas, as well as the wishes of the tenants. Many parties are





## Gavlegårdarna's environmental work

Gavlegårdarna's environmental work is based on the overall environmental goals contained in the company's business plan about promoting a sustainable living environment. A policy adopted earlier states that, among other things, Gavlegårdarna will place high demands on the suppliers they work with. There are also seven focus areas for the environment, consisting of building materials, energy, chemicals, indoor environment, transport, waste, and increased knowledge both externally and internally.

involved in this major project, which is one that will extend over several years.

### ISO 14001 environmental certification

Gavlegårdarna keeps environmental issues in focus in all of its operations and therefore decided to apply for environmental certification. This certification gives us a stamp of approval for the quality of our work; it is confirmation that we are working on the right things in the right way. Certification requirements have changed over a period of time, with demands having now been strengthened to ensure their effectiveness.

Intertek is the company that reviewed and then approved Gavlegårdarna according to ISO 14001 standards. They currently analyse the entire company twice a year to see how well policies, management systems and other things are being followed. One of Gavlegårdarna's environmental objectives is to eventually stop using fossil fuels in its vehicles. Every time a company vehicle is to be replaced, the goal is to purchase something that is better from an environmental perspective. At the moment, appropriate vehicles are powered by biofuel or electricity.

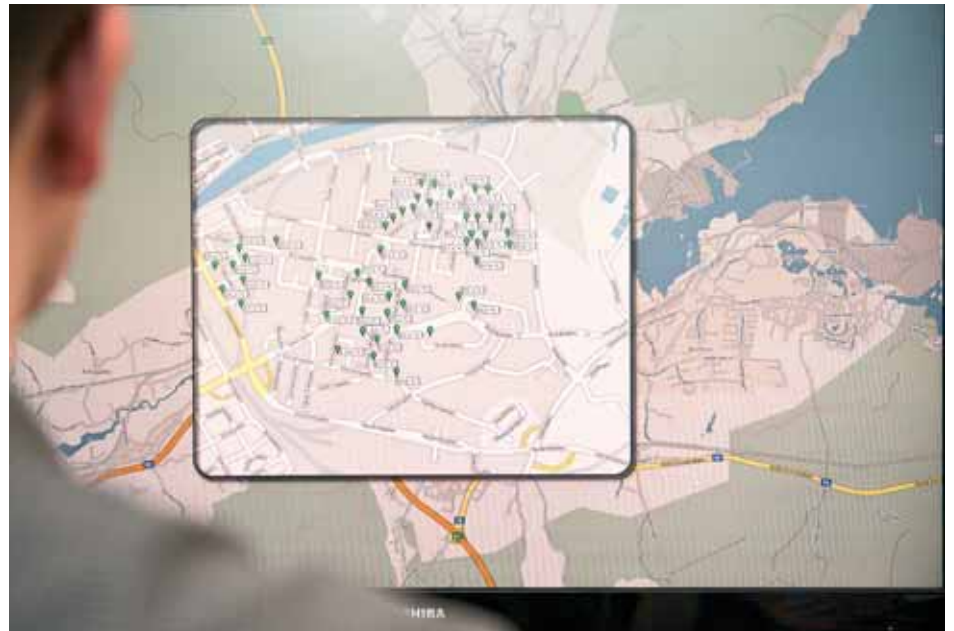
### Solar power prize for Fullriggaren

In conjunction with its AGM, the Solar Energy Association of Sweden presented its Solar Energy Award for the ninth time. Our Fullriggaren building won the Construction Of The Year award for 2011 for construction, with the jury's verdict being:

*"A technically and aesthetically well-designed construction that, in a commendable way, shows the possibilities of integrating solar heating and solar power into new buildings in order to reduce the need to purchase energy. The fact that this building was constructed as a new landmark in Gävle Strand, by a committed housing company, gives it enormous value in terms of exposure."*

## Remote temperature monitoring

- In Gavlegårdarna's housing stock, district heating accounts for 99.8 per cent of all heating.
- The remaining 0.2 per cent uses geothermal solutions.
- A total of 97.1 per cent of our district heating comes from renewable energy sources, a unique figure in a Swedish context.
- In 2000, Gavlegårdarna was still using 500 cubic metres of oil each year for heating purposes.
- Last year, 2011, the company used no oil at all.



Indicator		Unit	2009	2010	2011	SKY average
Does the company work according to an environmental quality system such as ISO 14001?		Yes/No	Yes	Yes	Yes	-
Does the company impose environmental requirements in conjunction with construction and renovation?		Ja/Nej	Ja	Ja	Ja	-
Amount of energy consumed by the property portfolio	Total	kWh/m <sup>2</sup>	153	149	153	148
(statistically normalised) of which	district heating	%	86.7	86.6	88.7	86.2
	electricity	%	13.25	13.35	11.20	13.20
	oil	%	0.04	0.04	0	0.40
	biofuel	%	0	0	0	0.20
	district cooling	%	0	0	0	0
	solar panels	%	0.01	0.01	0.01	0
Amount of greenhouse gas emitted by the housing stock (statistically normalised for annual heating consumption)		kg/m <sup>2</sup>	2.7	3.7	2.2	10.5
	district heating	%	99.9	99.9	100	86.4
	electricity	%	0	0	0	12.6
	oil	%	0.1	0.1	0	0.9
	biofuel	%	0	0	0	0
	district cooling	%	0	0	0	0
	solar panels	%	0	0	0	0
CO <sub>2</sub> reduction, base year 2005		%	32.5	7.5	45	20.9
Proportion of renewable energy company uses		%	95.3	93.1	97.1	74.5
Carbon dioxide emissions from company vehicles		Ton CO <sub>2</sub> /year	195	181	172	129.2
Water consumption in housing stock	Total	m <sup>3</sup> /m <sup>2</sup>	1.52	1.50	1.51	1.30
	Hot	l/m <sup>2</sup>	500	500	500	421
	Cold	l/m <sup>2</sup>	1,002	1,000	1,008	858
Amount of waste produced in the housing stock	Organic waste	kg/flat	108	111	108	93
	Household waste	kg/flat	269	274	276	269
	Recyclable material	kg/flat	168	109	103	153





## Socio-economic 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

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### CSR in the procurement process

As a municipally-owned company, AB Gavlegårdarna is governed by the Public Procurement Act which in turn is based upon these fundamental EU principles:

- The principle of equal treatment, from which it follows that the conditions necessary for potential suppliers to participate must be as equal as possible. For example, everybody involved must be supplied with the same information at the same time.
- The principle of non-discrimination, from which it follows that it is forbidden to directly or indirectly discriminate against suppliers because of their nationality.
- The principle of transparency means that the contract must be characterised by both predictability and transparency.
- The principle of proportionality means that the requirements stipu-

lated must have a natural connection with whatever is being procured, and must be in reasonable proportion to it.

- The principle of mutual recognition means that certificates and testimonials issued by competent authorities in any of the EU member countries must be accepted in all of the other member states.

### The vacancy situation, high level of occupancy

Gävle is growing. The population is currently increasing by 500 to 1,000 people per year. As a consequence of this, Gavlegårdarna is letting flats like never before, meaning there were very few flats available for rent at the end of the year. The company will carry on working for the benefit of Gävle by ensuring that new and existing residents can continue to live well in housing



Indicator		Unit	2009	2010	2011	SKY average
Proportion of renovated flats, relative to existing housing stock		%	1.2	3.8	0.5	1.8
Unused investment and maintenance costs (excluding new construction)		SEK	299m	319m	260m	316m
		SEK/flat	19k	21k	17k	24k
The company's rate of occupancy	Total	%	96.6	97.2	97.8	99.3
Company's investment in new construction and land acquisition	New construction	SEK	54m	67m	42m	127m
	Acquisition	SEK	-	1m	-	5m
Does the company follow an established procurement policy containing sustainability criteria?		Yes/No	Yes	Yes	Yes	-





## 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 2011, a total of  
**93.1%**  
of our tenants were  
satisfied with their  
housing

# Working with other interested parties

We would like the business-like social responsibility that we take to be conveyed to our owners, collaborative partners, customers, and any other interested parties, and to be developed further. All of these parties affect and are affected by the way in which we operate. Together we can take even greater responsibility by being role models, setting demands during public procurement, engaging in dialogue, and cooperating with others.

## Collaboration with the University and the students

The Municipality of Gävle has a guarantee of accommodation for students, and Gavlegårdarna is an important player in the process of fulfilling the goal that every student should have somewhere to live.

The Student Union used to arrange all student accommodation, but today Gavlegårdarna has assumed responsibility for both mediation and administration of such housing in order to ensure a high standard.

“We have been studying how the arrangement is working for a long time, what was positive and what wasn't. Among other things, we carry out annual surveys among the students who are renting from us and among

those who are moving out. We could see in these that there was some uncertainty among the students about who they should turn to regarding certain issues, so we now have a vision that will assure the quality of the entire system,” said Pia Karlsson, Head of Administration at Gavlegårdarna's student accommodation.

The previous system involved a fair bit of double work. For example, a student could sign up for a flat at the Student Union after which the information was passed on to Gavlegårdarna to be entered into the system.

Today, Gavlegårdarna works together with the university, the international secretariat, and of course the Student Union to ensure that there will be high-quality and well-functioning student accommodation available in the future.

## Facts about Gavlegårdarna's student housing

- Students now have someone to talk to in terms of student accommodation. If they would like to speak to someone face-to-face, the Customer Centre is open every day. In collaboration with the university, it will also be open in the evenings and at weekends immediately before the autumn intake.
- During the year 2011, Gavlegårdarna built a website for students at [www.gavlegardarna.se/student](http://www.gavlegardarna.se/student). This is for students to see if there are any vacant flats. Applications of interest in student accommodation can also be left on the student website. The website is connected to Google Translate, meaning it can be read in many different languages.
- Gavlegårdarna also has its own Facebook page and chat site for students where, among other things, information is published and questions are answered.



The new student website.



## The brand

Gavlegårdarna conducted a major survey during 2011 regarding its brand, the purpose being to learn more how strong the company's brand was in the eyes of both the public and the company's customers.

The survey covered 900 people, and also included two focus groups who went in and discussed some issues in a little more depth. Gavlegårdarna's employees also answered the questions, based on the perspective of the customer.

The results showed that Gavlegårdarna has a very strong position in Gävle, with 100 per cent brand awareness. Work on the brand image will continue during 2012.

## A football school for everyone

Zlatan and Messi are common favourites with many of the participants at the football school. However, they all have very different levels of experience of football themselves. Some have played quite a lot, while for others it's a new sport, and that's how it should be. When Gavlegårdarna, together with Brynäs IF Football Club, invites children between the ages of seven and eleven to a one-week football school, everyone is of course very welcome. This collaboration is built on the fact that Gavlegårdarna cooperates with Brynäs IF Football Club who, in turn, set themselves up as the host and invite 25 children to football school for a week during July.

Gavlegårdarna also collaborates with the elite football and ice hockey clubs, Gefle IF Football Club and Brynäs IF.

Here the focus is to reach out to young people and, together with youth clubs, we have been working for years to get the message out about team building, friendship, studying, and what people need in order to achieve their objectives.

## Brynäs IF

During the season, 200 young people visited Läkerol Arena for a guided tour. They met players and youth leaders who talked to them about team building, values, and how to achieve targets. The youngsters also had the opportunity to attend a hockey match, which for many was their first such occasion.

## Gefle IF

Football is by far the biggest sport in the Sättra district. This explains why everyone wanted to be there and listen





"It's important to be decent to the other side too," said Ove Molin, youth coach at Brynäs IF. "We talk a lot about how to treat each other with respect."



when Gefle IF's first-team squad, in partnership with Gavlegårdarna, visited the Träffen youth centre.

The manager, Pelle Ohlsson, brought the whole team along to introduce themselves and give talks. The message was clear that, in order to reach the top, youngsters must work hard at school so that they can then go further with their chosen sports.

### Rapatac – the Mixed Activity Centre in Nordost

Rapatac is a concept that gives children and young people the right conditions for safe and stimulating growth.

Gavlegårdarna supports the operation, and the Activity Centre offers children and young people from the area security, support, and dialogue with adults. Rapatac focuses hard on solutions in its motivational work, aimed at promoting integration locally

and combating prejudices, bullying, exclusion, crime, and segregation.

Young people can choose from several activities:

- Help with homework, and a supervised room in which to do homework.
- Rapatek, where children can use technology to increase their knowledge.
- Dance and theatre, a combination of various dance styles and theatre exercises.
- Culture and media, editing photos, publishing magazines and so on
- Music, singing, music and poetry, and lyric creation.

### Collaborative agreements

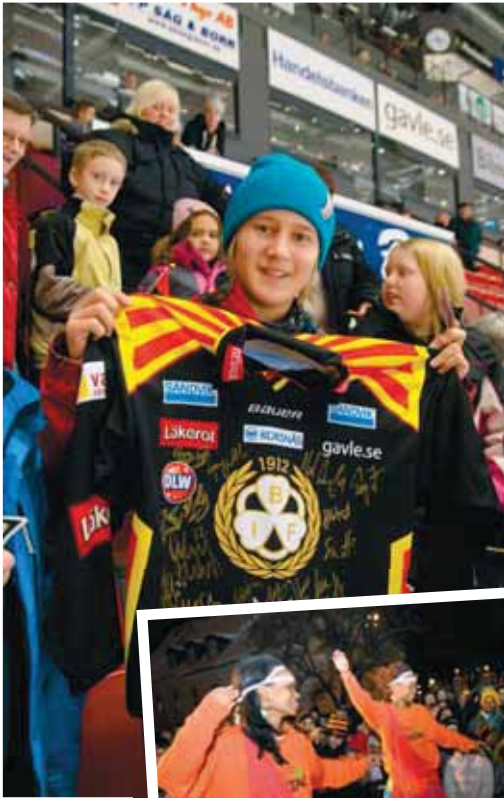
We have four different types of collaborative agreement:

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

**Contributions:** 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.



At Rapatac, children, young people, and other residents of the surrounding area are offered security, support, and dialogue – a guide towards a meaningful existence.

Indicator		Unit	2009	2010	2011	SKY average
Does the company initiate and carry out regular dialogue with its tenants?		Yes/No	Yes	Yes	Yes	-
Proportion of the company's tenants who are satisfied with their housing	Service index	%	79.5	81.2	80.4	81.5
	Security index	%	77.0	77.8	78.9	-
Does the company actively work with action plans aimed at increasing the satisfaction of the residents?		Yes/No	Yes	Yes	Yes	Yes
Does the company have a collaboration policy?		Yes/No	Yes	Yes	Yes	-
Does the company operate by a documented code of ethics?		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	-

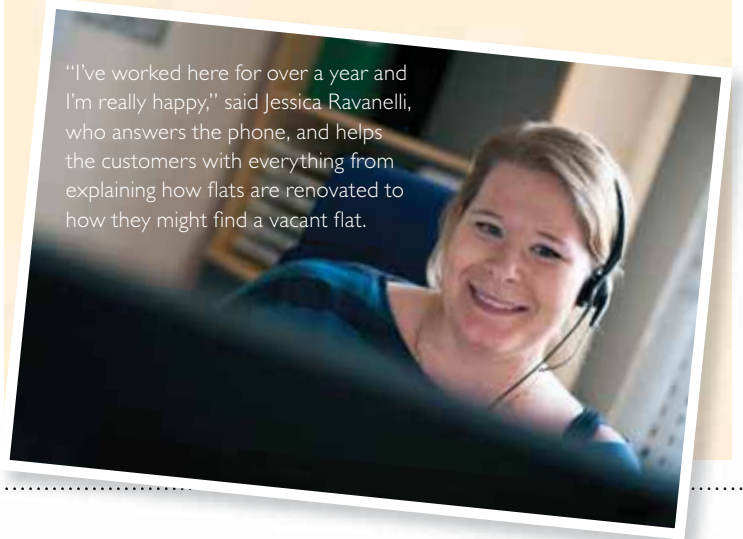




"Do you get on well with the tenants, Johan Liljemark?"  
 "Of course! Most people are happy, positive, and committed. A few of them always help by keeping an extra eye open in the area, even regarding issues that don't just relate to them."

## Staff survey

The staff survey is part of the constantly ongoing improvement work, where the results form the basis for strategic human resources decisions. The goal is that Gavlegårdarna should be a workplace that contributes to health improvement, commitment, and job satisfaction.



"I've worked here for over a year and I'm really happy," said Jessica Ravanelli, who answers the phone, and helps the customers with everything from explaining how flats are renovated to how they might find a vacant flat.

# Good working environment

Good working conditions are fundamental for a company's social responsibility. This applies both at the individual level and from a wider perspective, whereby the staff work according to the company's common values and goals. It is a prerequisite for a high level of commitment and the willingness to do a good job that the employees of the company are happy and feeling well.

## Very committed employees

During 2011, the magazine Hem & Hyra invited its readers, tenants, to nominate the best caretakers in the Gävle-Dala region. A large number of emails, letters and postcards were sent to the editor, all praising nice caretakers who were always around to help. Two of those nominated worked for Gavlegårdarna.

At Gavlegårdarna, there is always the possibility of switching jobs. Several people who used to work as caretakers are today helping tenants at the Customer Centre.

## Core values

The company works according to these

four basic principles: Solidarity, Heart and mind, Reliability, and Ambition.

The objective is to have an organisation that sees both its strengths and its weaknesses, and can get its employees themselves to raise issues that they consider important in order for further development to take place. Applying and living according to common core values is a process that requires both participation and dialogue.

## Health promotion in the workplace

Job satisfaction and a healthy working life are two mottos within Gavlegårdarna's operations. One part of the work towards achieving and maintaining these mottos is the company's use of



“What’s the best part of your job, Patrik Åström?”  
 “The contact with the tenants, chatting with them, joking occasionally. With the kind of appreciation we get, we know we’re doing a good job.”

health certification. This is a process that supports the strategic work with the employees’ health at Gavlegårdarna. In order to become health certified, it is a requirement that the company works in four areas: vision, strategy, organisation, and recreation along with health promotion.

### Health promotion

Gavlegårdarna’s goal is that keeping everyone fit and healthy should be an integral part of the company’s operation, characterised by the overall view of the staff as a whole. There are some groups within the company whose work is physically or mentally exhaust-

ing. An active wellness initiative by the company can create the right conditions to counteract any risk factors, and at the same time increase both motivation and job satisfaction within the workplace. The company’s positive attitude towards health promotion work and active wellness has the objectives of:

- Preventing work injuries and repetitive strain injuries.
- Integrating health promotion with adaptive and rehabilitation work.
- Developing working practices and instructions that reduce risks in the workplace.
- Increase well-being and developing behaviour that is good for people’s health.







"I'm so glad I had the opportunity to change jobs within the company and have a go at this. It's perhaps one of the reasons why so many people stay on and work here for so long," said Fredrik Hallqvist.



Indicator		Unit	2009	2010	2011	SKY average
Form of employment/fulltime employee	Permanent	%	93.0	94.0	97.0	94.5
	Part-time	%	7	6	3	4.6
	Until further notice	%	97	98	97	93
	Seasonal	%	3	2	3	8
Is there a health and safety at work policy?		Yes/No	Yes	Yes	Yes	-
Performance level – staff survey – new tool with effect from 2011		measurement	-	-	73.8	-
Education and training for staff *	Outcome	kr/employee	10,362	10,292	9,050	11,620
Training hours per employee per year		hours	32	32	32	29.3
Absence from work		%	2,6	3,2	3,5	3,2
Total	%	2.6	3.2	3.5	3.2	0,6
	Work-related accidents	%	0.5	0.01	-	0.6
Distribution of average monthly salary between gender and category of employees	Office workers, male	kr/month	29,256	33,786	33,789	73,406
	Office workers, female	kr/month	25,030	28,395	29,090	28,585
	Blue-collar workers, male	kr/month	22,600	23,076	24,262	23,436
	Blue-collar workers, female	kr/month	21,499	21,486	21,781	21,895
Special employment **	Trainee	number	20	15	15	11.8
Percentage of women in management positions	Board	%	33	33	36	34.5
	Management Group	%	31	36	36	28.1
Number of employees at the company	Female	number	48	53	54	70.2

\* Course fees, excluding travel, hotel, and time off work.

\*\* "Trainee" means a person in a work-experience position receiving some form of compensation.

## 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  
Le Toit Angevin – Angers  
Logipays – Caen  
SDH – Grenoble

## Germany

bauverein AG – Darmstadt  
DOGEWO 21 – Dortmund  
GBG Mannheim – Mannheim  
GWG München – München  
LWB – Leipzig

## United Kingdom

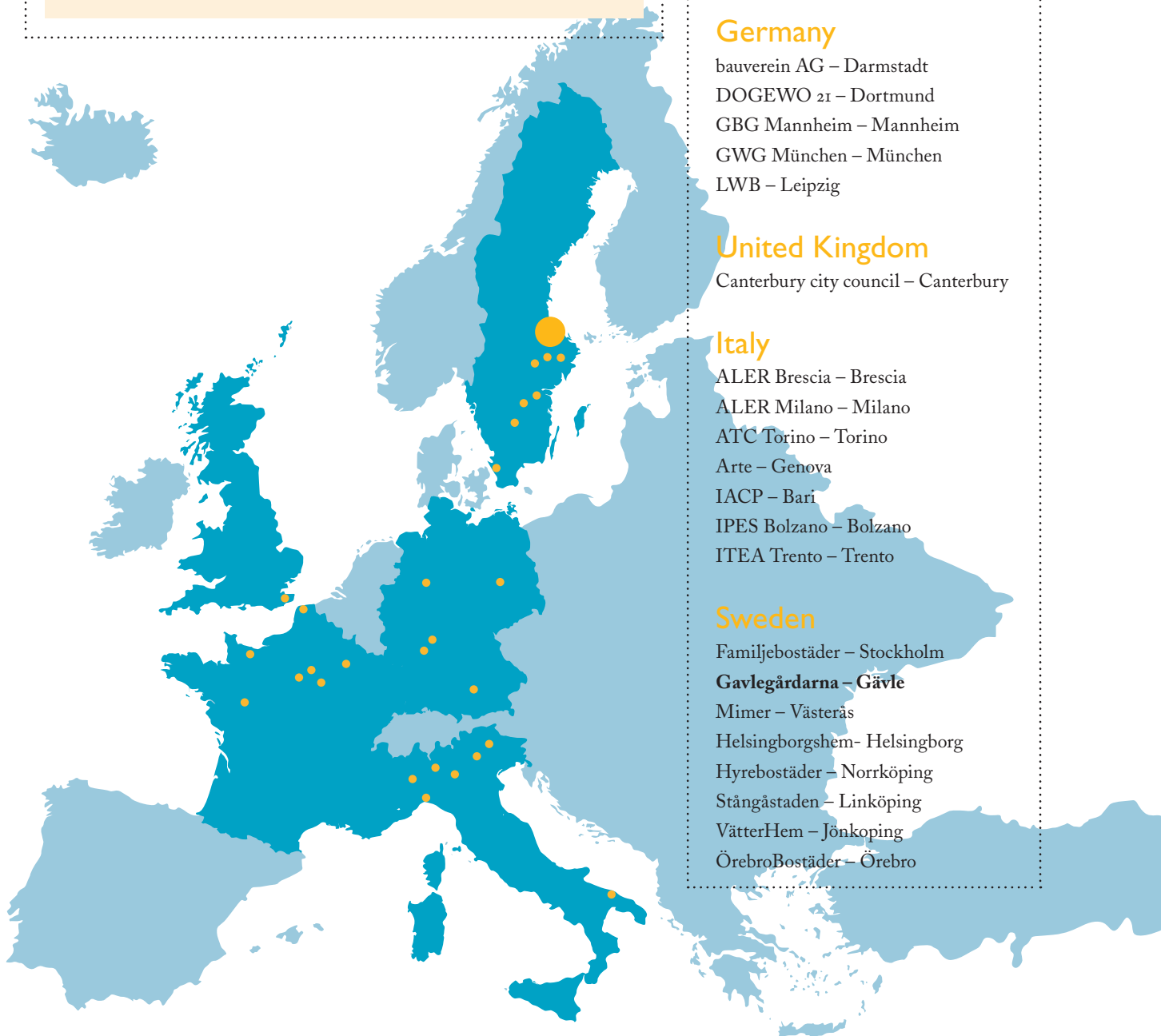
Canterbury city council – Canterbury

## Italy

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

## Sweden

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





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