

# Sustainability Report 2025



## Steady ground in uncertain times

2025 was a year of global instability — and that takes a toll. On people, on businesses, on confidence in the future.

As a housing company, we are particularly affected by rising energy prices, as heating and electricity are our biggest cost drivers. This makes energy efficiency not just a sustainability priority, but a financial one.

Despite the headwinds, Victoriahem stayed on course, enabling us to continue our planned investments. For example, our solar power production doubled over the course of the year.

When the world outside feels unsettled, it matters even more to feel safe and secure in your home and in your neighborhood. Our social sustainability initiatives make a real difference — for tenants and communities alike. We see the results every day, but our ambition is to create lasting impact. Therefore, in 2025, we commissioned an independent evaluation of our work from a broader societal perspective.

The results show positive development in eight out of ten of our residential areas across indicators such as employment, education and safety. The progress is most pronounced in Herrgården in Malmö's Rosengård district, where we have owned properties the longest and where social sustainability initiatives have been part of our work from day one.

Sustainability runs through everything we do, and this report shows that clearly.

We are proud of how far we have come. With four years remaining until 2030, we are, for example, already close to our target of reducing energy use by 30 percent compared with 2015 levels.

But we want to go further. In 2025, we raised our ambitions and set new, sharper targets for our sustainability work.

**Per Ekelund, CEO**



*”When the world outside feels unsettled, it matters even more to feel safe and secure in your neighborhood. Our social sustainability initiatives make a real difference — for tenants and communities alike. We see the results every day, but our ambition is to create lasting impact.”*

**-30%**

**GHG emissions  
compared to 2020**

**97%**

**Fossil-free purchased energy  
for electricity and heating**

**-29%**

**Purchased energy  
compared to 2015**

**-27%**

**Water consumption  
compared to 2015**

**177Mkr**

**Energy investments  
in 2025**

**+100%**

**Solar power production  
compared to 2024**

**75%**

**Service Quality Index  
2025**

**75%**

**Safety & Security Index  
2025**

**86%**

**Employee Satisfaction Score  
2025**

OUR VISION

# This is Victoriahem

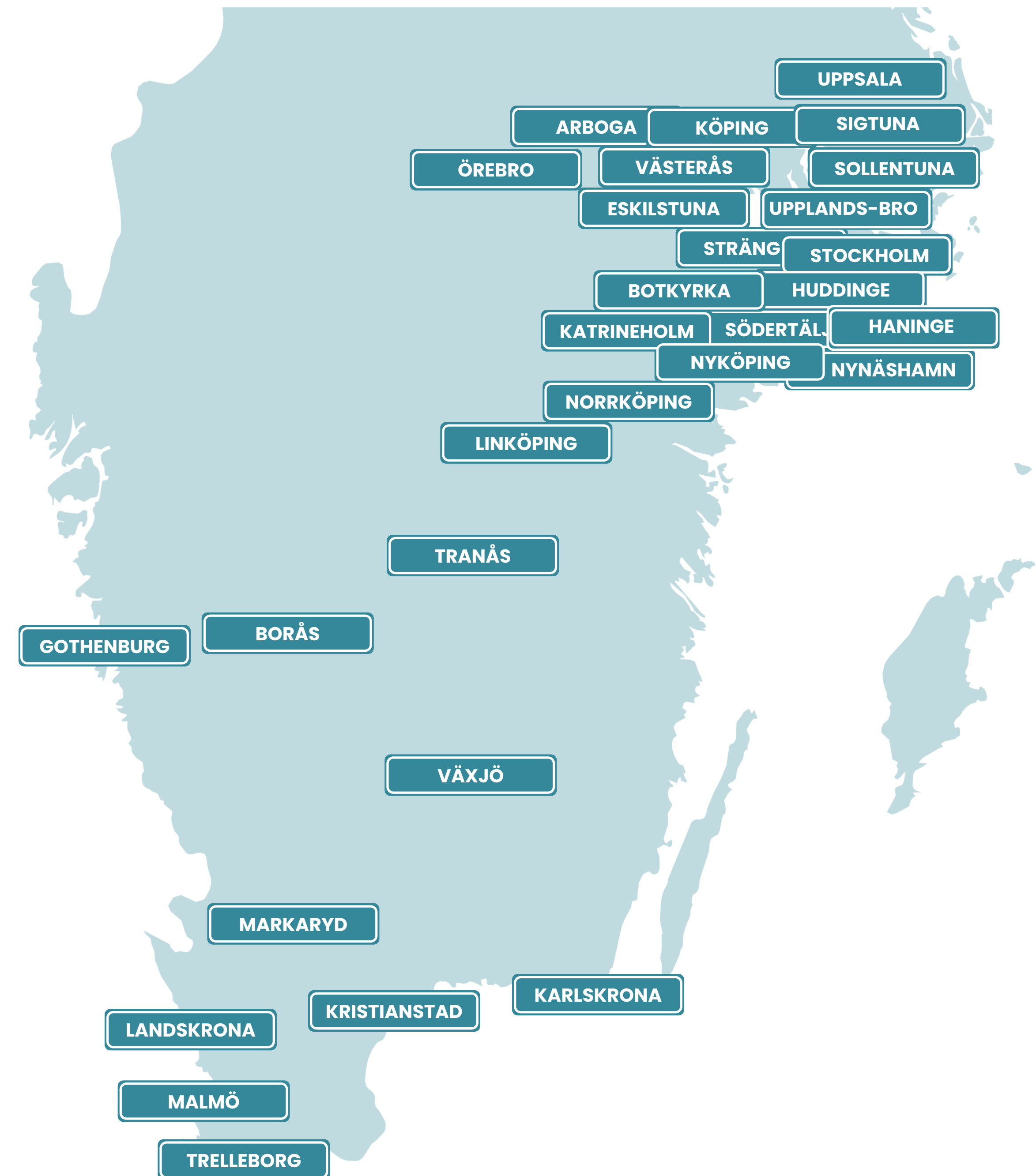
Victoriahem provides homes to more than 40,000 families across 31 municipalities.

We are large, but we operate small and local. Most of our employees work out of a area office, close to our tenants. Property management, operations, and maintenance are all handled in-house.

At the same time, scale has its advantages. Shared methods and pooled knowledge let us roll out smart solutions quickly and efficiently.

Our goal: neighborhoods where people feel safe, enjoy living, and want to stay. That is why we invest in both buildings and outdoor spaces, and in community partnerships and activities that bring residents together.

Attractive neighborhoods drive healthy returns and rising property values — which in turn give us the means to grow, which is our ambition.



NINE FIGURES ABOUT US

31

Municipalities

1 600

Buildings

39 782

Apartments

3 082 242 m<sup>2</sup>

Rentable floor area

92%

Share of rentable area that  
is residential

90 000

Residents

1 258 Mkr

Investments in buildings  
and apartments in 2025

53%

Share of renovated  
apartments

476

Full-year employees

## OUR VISION

# Sustainability for us

Sustainability is not a department or a checkbox. For us, as a property company and landlord, it is an integral part of everything we do – from how homes are built and managed to how residents are treated, how neighborhoods are developed, and how financial decisions are made.

It is both a responsibility and a business strategy. Sustainable properties and neighborhoods are not only more attractive, but also more cost-effective.

## Investing in the Million Programme

Victoriahem owns and manages primarily residential neighborhoods built as part of the Million Programme (miljonprogrammet — Sweden's 1965–1974 government initiative to build one million housing units in ten years). Community spirit is strong in most of these neighborhoods, and local pride runs deep. At the same time, socioeconomic hardship is often a part of everyday life.

People have the right to feel safe and to believe in the future of the place they call home. We're better placed than most to be a driving force for positive change.

The need for renovation is also real. Un-renovated Million Programme buildings are major energy consumers. We've made great strides, but there's still work to do.

In the Million Programme neighborhoods — where most of our tenants and a large share of Sweden's population live — we see enormous potential to create even better places to live.



## Raising ambitions, sharpening targets

In 2025, we developed a new sustainability policy and raised our ambitions — setting clearer, more demanding targets. The sustainability policy is grounded in Vonovia’s materiality analysis and built in line with Allmännyttans Klimatinitiativ (Public Housing Sweden’s Climate Initiative).

The targets are measurable at both an overarching and detailed level, designed to stay ahead of upcoming regulatory requirements and drive real progress.

The work was anchored in our Sustainability Council and approved by the board.

*”Sustainability should be a natural part of how we operate. With clearer targets and ongoing monitoring, we build both accountability and the capacity to deliver.”*

**Dan Mårtensson,**  
**Head of Property Development**



## Our sustainability commitments

- Take a proactive, long-term approach to sustainability across our entire value chain.
- Embed sustainability into how we govern, plan, and track performance.
- Spread ownership of sustainability across the organization — not just from the top down.
- Report on our sustainability work openly and honestly, both internally and externally.
- Inspire sustainable choices in everyone we work with — colleagues, suppliers, partners, and tenants.
- Run our sustainability work on a sound commercial footing. Long-term profitability and sustainability go hand in hand.



## Part of Vonovia

Victoriahem is owned by the German property company Vonovia. With more than half a million rental apartments — primarily in Germany — Vonovia is Europe’s largest residential real estate company. We report our results to Vonovia, which publishes a comprehensive sustainability report each year. As a subsidiary, we have our own strategies, targets, and ambitions. In Victoriahem’s Sustainability Report, we highlight what’s distinctive to us.

# Our sustainability report

We have five areas for our goals and five chapters in our sustainability report.

Victoriahem's sustainability goals follow the ESG reporting framework (Environment, Social, Governance).

We have chosen to split the environmental goals into two focus areas — energy and water usage, and climate impact — as these are the most material environmental aspects for a property company.

Social sustainability also gets two chapters: Victoriahem as an employer, and social engagement. Since increasing safety and strengthening our residential areas is central to what we do, we give it extra space.



E

## 1. Energy and water use

Owning a large portfolio of Million Programme buildings means we deliver significant environmental benefit every time we improve energy efficiency. Combined with smart operations, we cut electricity, heating, and water use.

E

## 2. Climate impact

Our GHG emissions need to fall across the entire value chain — from procurement and renovation through to operations. As a landlord, we also help 40,000 families live more sustainably.

S

## 3. Victoriahem as an employer

A strong onboarding experience, fair pay, good benefits, room to grow, and a culture built on collaboration — these are the foundations of a sustainable working life.

S

## 4. Social engagement

We help lift our residential areas through activities, partnerships, safety measures, local presence, dialogue, and initiatives that lead to employment.

G

## 5. Governance

Every part of what we do must comply with laws and regulations and be conducted ethically. Tenants should be treated equally, and the rental process should be safe and fair.

# 1. Energy and water use

ESG  
Environment

Buildings consume a lot of energy for heating and operations, and our tenants use significant volumes of water every day. Cutting energy and water consumption delivers real environmental benefit — and it lowers our costs and supports long-term financial sustainability.

## Sustainability targets

-30%

### Reduction in purchased energy by 2030

We will reduce purchased energy for district heating, cooling, and property electricity by 30 percent per m<sup>2</sup> Atemp, compared to 2015.

-30%

### Reduction in water use by 2030

We will reduce tap water consumption in our properties by 30 percent per m<sup>2</sup> Atemp by 2030, compared to 2015.

-2%

New sub-target  
from 2026

### Annual reduction in purchased energy

We will reduce the amount of purchased energy for district heating, district cooling, and building operations electricity by 2 percent per year. We track and follow up on the target by region.

-2%

New sub-target  
from 2026

### Annual reduction in water use

We will reduce tap water consumption across our properties by 2 percent per year. We track and follow up on the target by region.

ON THE PATH TO OUR TARGETS

## Almost at our 2030 targets already

By the end of 2025, we had largely met our energy reduction target. We are also close to reaching our water reduction target.

Behind these results lies a long-term commitment to energy efficiency. We have made substantial investments across our portfolio, prioritising measures with clear and measurable impact.

At the same time, we have developed and strengthened our building optimization work. This has allowed us to get even more out of our energy investments, and has been key to how far we have come toward our targets.



**-29%**  
Reduction in  
purchased energy

### We are close to the finish line!

Since 2015, we've reduced energy use for heating and electricity for building operations by 29.3 percent. Meaning we're just shy of our 2030 target of a 30 percent reduction.

**-27%**  
Reduction in  
water use

### Not far to our water target

Our water consumption is down 27.0 percent since 2015. Which means that we're approaching our target of 30 percent here as well.

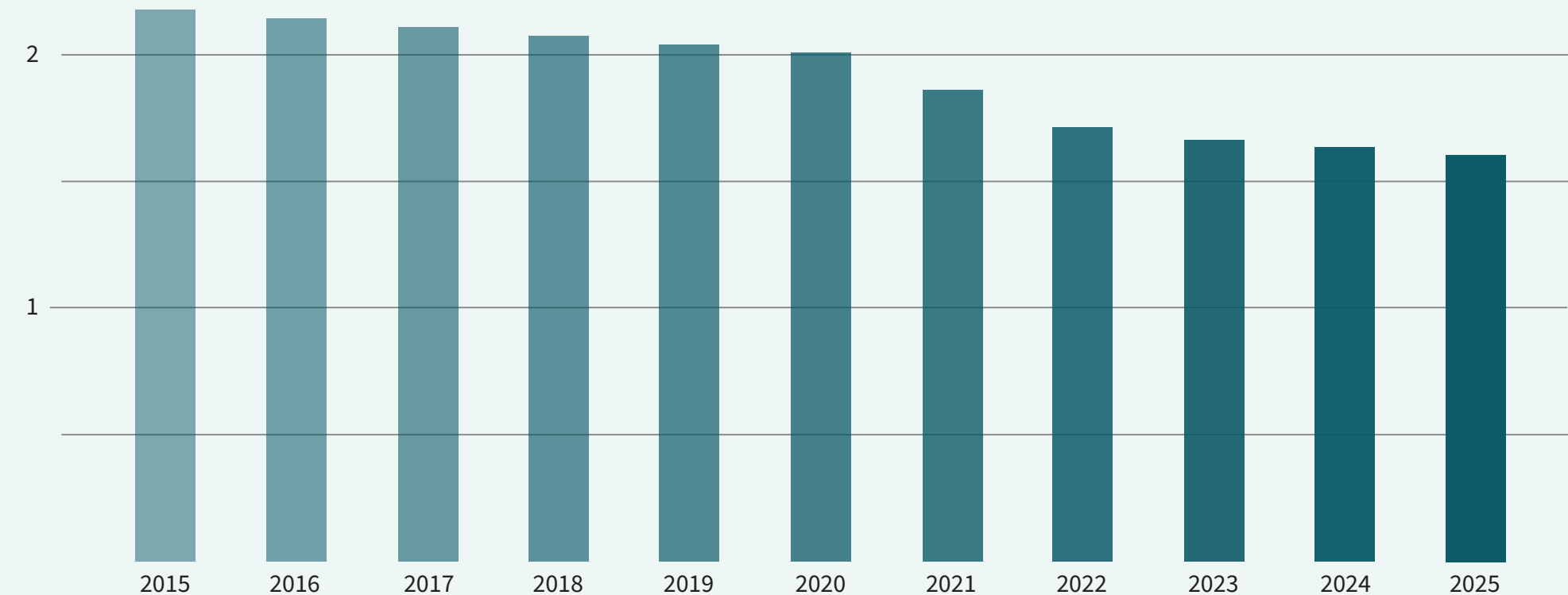
### Energy use per square meter

		2023	2024	2025
District heating	kWh/m <sup>2</sup>	120,5	120,1	114,2
Electricity	kWh/m <sup>2</sup>	19,7	19,0	18,1
Water	m <sup>3</sup> /m <sup>2</sup>	1,67	1,64	1,59

Figures cover total purchased district heating and water, plus purchased electricity excl. IMD electricity, per m<sup>2</sup> residential/commercial floor area (BOA/LOA).

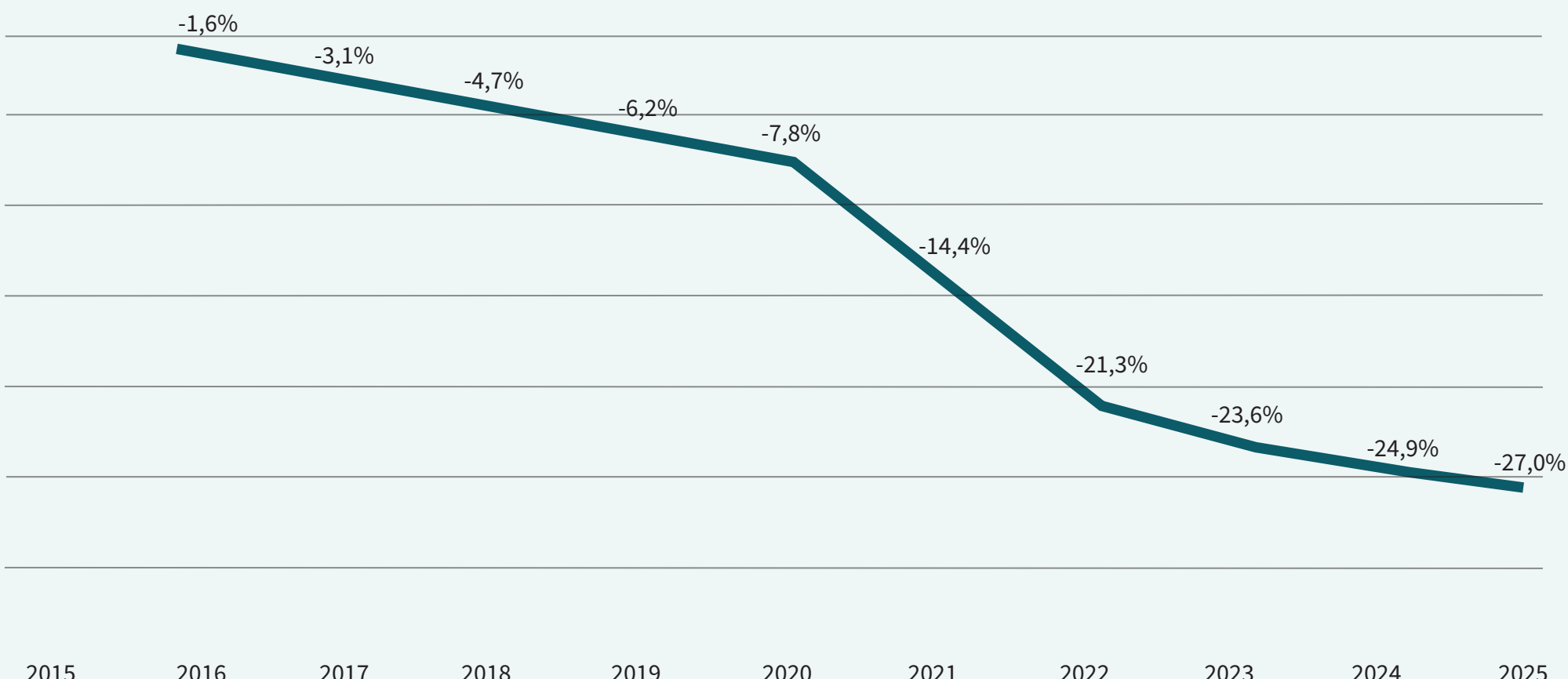
# Development of water consumption

## Consumption per square metre



Number of cubic metres of water consumed per square metre of residential and commercial floor area (BOA/LOA). Includes cold water and IMD.

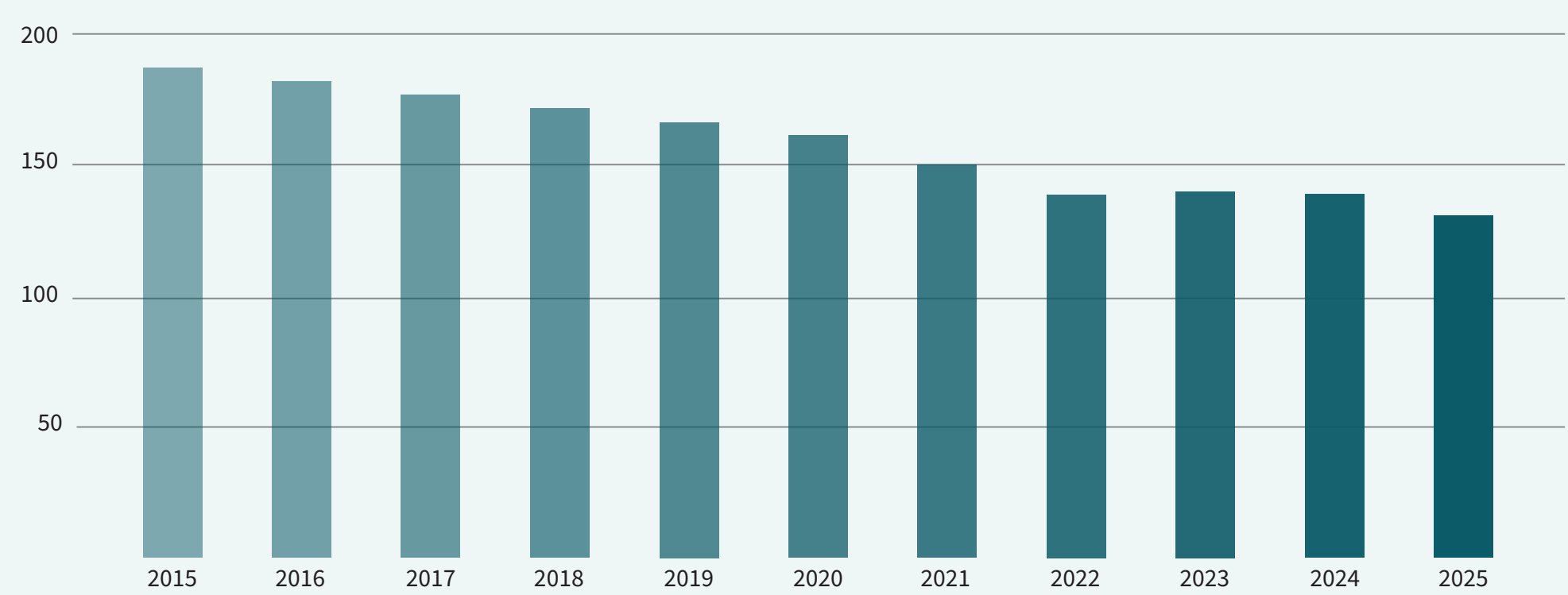
## Percentage change



Percentage change in cubic metres of water consumed per square metre of residential and commercial floor area (BOA/LOA). Includes cold water and IMD.

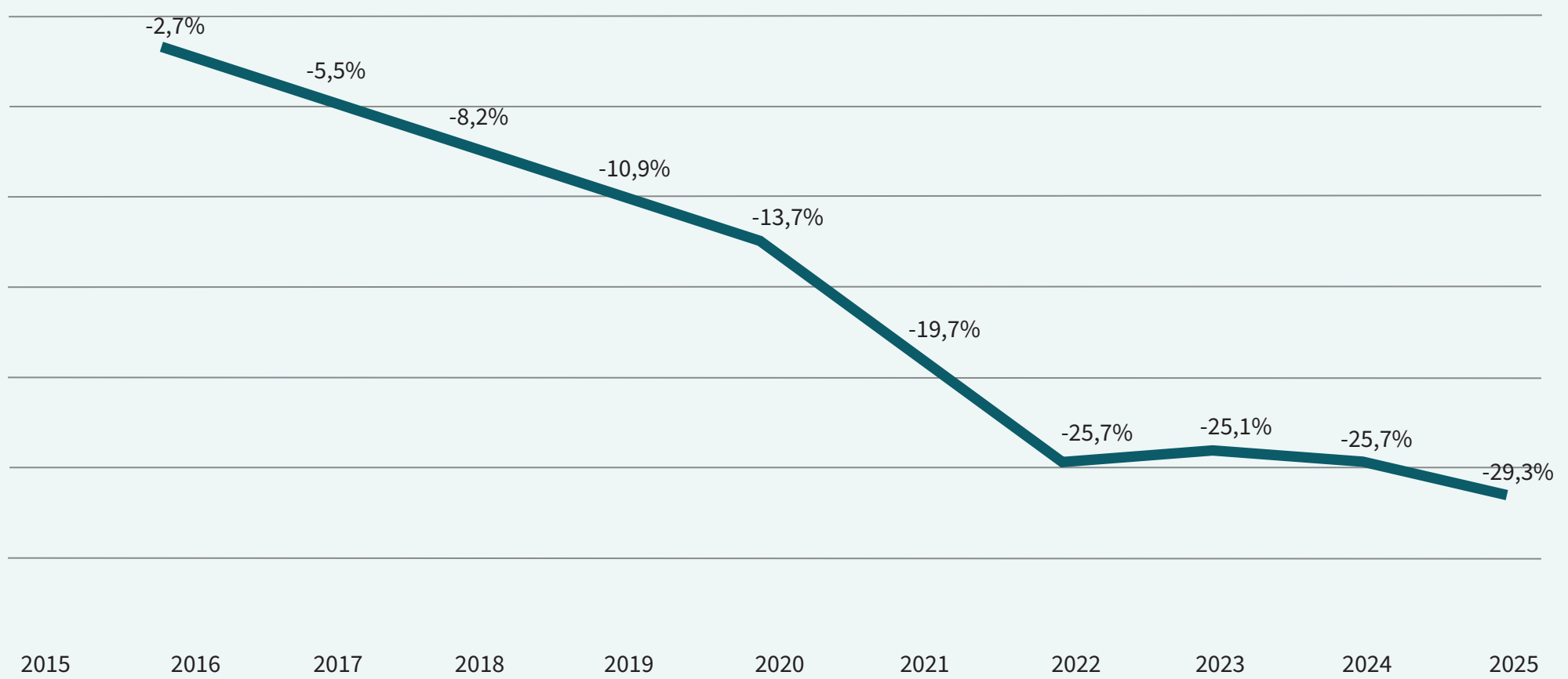
# Development of heating and electricity usage

## Consumption per square metre



Number of kWh per square metre of residential and commercial floor area (BOA/LOA). Refers to purchased heating and electricity.

## Percentage change



Percentage change in heat and electricity used, kWh per square metre of residential and commercial floor area (BOA/LOA). Refers to purchased heating and electricity.

# Individual metering reduces water consumption

A large proportion of our apartments have individual metering and billing of water. This means tenants pay for the water they actually use, rather than a fixed cost based on apartment size being included in the rent.

For new-build multi-family housing, IMD systems for water have been a legal requirement since 2022. For existing multi-family residential buildings, the requirement applies in connection with major refurbishments of domestic hot water systems. Victoriahem is rolling out IMD progressively. Our approach is to use individual metering as a strategic tool for reducing water consumption. IMD gives us valuable insight into consumption patterns and allows us to take well-targeted action.

*”We see it very clearly: when people can see exactly how much water they’re using – and know that it affects what they pay – they use it more carefully.”*

**Therese Afram, Area Manager, Alby**



## IMD in four out of ten apartments

By the end of 2025 we had installed individual metering in 17,038 of our total of nearly 40,000 apartments. That means just over four in ten apartments had IMD by the end of the year.

**43%**  
Share of apartments with IMD

## Quick results in Alby

In Alby, south of Stockholm, we introduced IMD in late 2024. One year later, consumption had fallen by 15 percent. That amounts to 30,000 cubic metres less water in a single year. Alby consists of just over 1,100 apartments with 91,000 square metres of floor area.

**-15%**  
Decreased consumption after one year in Alby

## Half got money back

Almost all of our IMD contracts include a set water allowance in the rent. Consumption above that amount is charged to the tenant. And conversely, those who use less get money back. How much water is included is determined through negotiation with the Tenants’ Association.

**53%**  
used less than their allowance in 2025



**30 000 m<sup>3</sup>**  
Water saved in Alby in 2025

## Solar power doubled in 2025

We have around 1,600 buildings in our portfolio. Many of the rooftops offer good conditions for installing solar panels.

In 2025 we stepped up the pace and invested in 66 new installations. We have plans for a further forty or so installations in 2026.

Our solar panel systems supply the buildings with electricity for heating, ventilation, lighting, and laundry facilities, among other things.

Our largest concentration of installations is in Jordbro, in Haninge municipality. There we have 3,742 solar panels across 43 rooftops with a total installed capacity of 1,785 kWp. The energy they produce in a year would be enough to drive an electric car around the world 200 times.



### Storing and sharing solar energy opens up new possibilities

To make full use of the solar energy we produce, rather than selling surplus back to the grid, we are planning for battery energy storage.

Where we see potential for battery installation, we are already preparing the installations with hybrid inverters.

We are also exploring the possibility of sharing energy between buildings, for example through local DC grids. This would allow us to use a greater share of our own production, regardless of where it is needed.

**+100%**

**increased capacity and output**

### Significant increase in capacity and output

In 2025, total electricity production from our solar installations reached 1,662 MWh. At the same time, the newly installed capacity increased by 3,052 kWp. Taken together, this means both installed capacity and output doubled compared to the previous year.

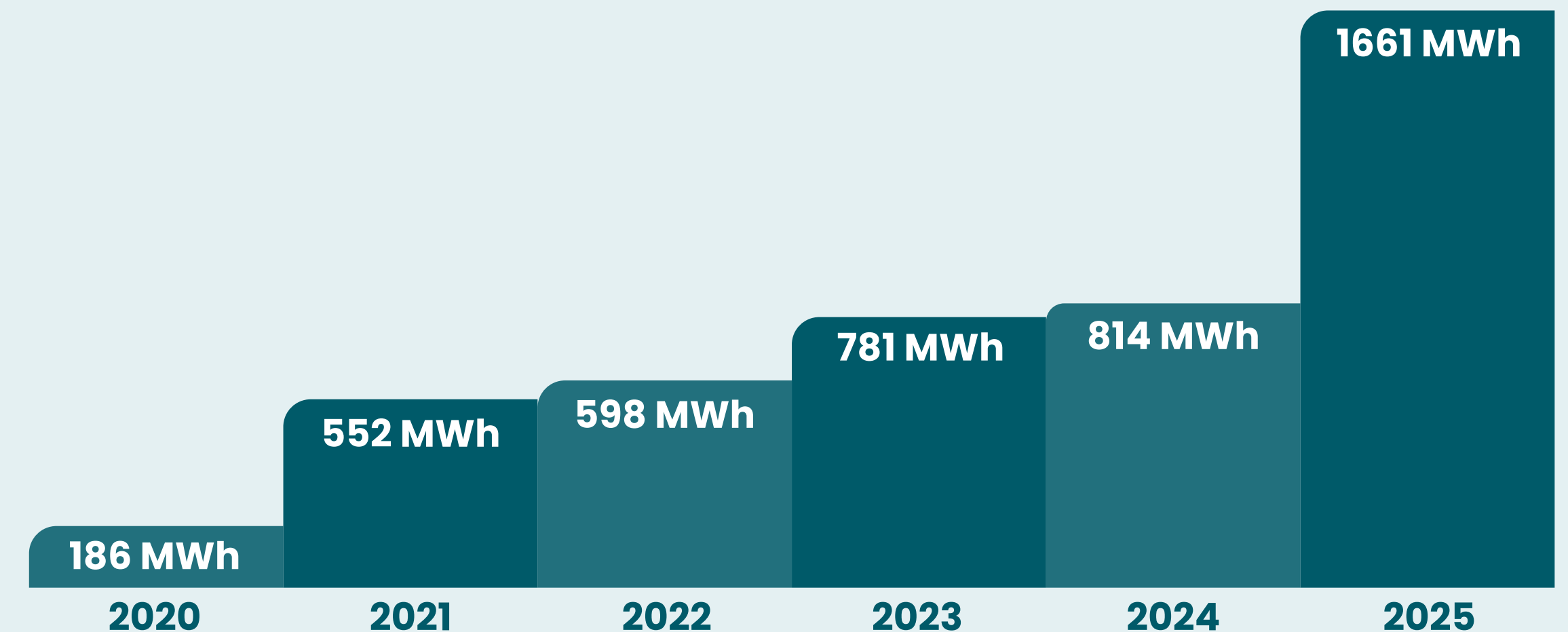
### New installations at nine locations

In 2025 we installed 18 new installations in Jordbro, 11 in Husby, 3 in Sollentuna, 12 in Södertälje, 9 in Vårby, 3 in Visättra, 4 in Upplands Bro, 2 in Kristianstad, 2 in Växjö, and 1 in Karlskrona.

**66**

**new installations in 2025**

### Electricity produced from solar panels



Total annual electricity production from Victoriahem's solar installations 2020–2025 (MWh)

# Big energy savings when Million Programme buildings are renovated

The majority of Victoriahem’s buildings were constructed in the 1960s and 1970s. In unrefurbished condition, multi-family buildings from that era are heavy energy consumers. Walls and roofs are poorly insulated, windows have poor thermal values, and heating and ventilation systems are old and inefficient.

Through extensive investment we have improved energy performance in many of our buildings. Where we have made the largest investments, we have succeeded in moving our buildings from the very lowest energy classes to a performance level on a par with new construction.

In 2026, new Swedish legislation based on the EU’s Energy Performance of Buildings Directive (EPBD) comes into force. It introduces stricter requirements for improving properties with lower energy performance. Victoriahem is monitoring developments closely and continuously mapping the energy performance of the portfolio while taking proactive measures.

## Energy class of buildings

Energy class	Number of buildings	Share (%)
<b>B</b>	6	0,4%
<b>C</b>	42	2,6%
<b>D</b>	299	18,8%
<b>E</b>	791	49,7%
<b>F</b>	448	28,1%
<b>G</b>	6	0,4%

There are seven energy classes that indicates a building’s energy performance, A–G. New construction in Sweden today requires class C or better.

**177**  
million kronor in energy investments in 2025

**4500**  
kronor per apartment on average

### Our energy investments include, among other things:

- New ventilation with heat recovery and heat pumps
- Installation of solar panels
- Installation of individual water metering in apartments
- Balancing of heating systems and replacement of thermostats
- Installation of water-saving fittings
- Replacement with energy-efficient windows
- Heat recovery from wastewater
- Additional roof insulation
- New connected controls for heating systems
- New energy-efficient lighting



## INVESTMENTS

# Energy use more than halved

In the Lövgärdet area of Gothenburg, Victoriahem owns 31 buildings with 1,325 apartments built in 1973. We are carrying out comprehensive renovations on eight of those buildings — improving both energy efficiency and the living environment. Work started in 2022 and will be complete in 2026.

The primary energy performance has already improved by 60 percent per building. Buildings that previously sat in Energy Class F now hold Class C. Total investment: approximately 75 MSEK across energy projects.



### Completed projects

- New ventilation with heat recovery, new supply air ducts.
- New kitchen exhaust fans in apartments.
- New roofs and solar panels.
- New energy-efficient windows.
- Heating system balancing and thermostat replacement.

**-60%**  
Reduction in  
primary energy

**F → C**  
Energy class  
improvement

**75**  
million kronor in  
energy investment

### AI helps us get the heating right

In our buildings in Lövgärdet, as in 60 percent of our total portfolio, we use AI to control the heating. Using temperature and humidity sensors, weather forecasts, historical data, building technical information, and more, we can ensure that exactly the right amount of energy is used to maintain a consistent indoor temperature. This leads to significant reductions in both energy use and GHG emissions.

## ORGANIZATION

# Strengthened organization for efficient operations and new projects

A crucial part of achieving our energy and climate targets is working to minimize the impact of day-to-day building operations. We also need to continuously identify new opportunities for energy and water-saving investments.

In 2025 we strengthened our organization with new staff and introduced a clearer structure for our work.

### Energy and Technical Specialists

A new role introduced in 2025. The focus: finding new energy and water savings opportunities and creating the conditions for successful projects — leading to reduced resource use, lower costs, and a smaller carbon footprint.

### Operations Managers and Operations Technicians

Our operations team — regional Operations Managers and Facility Technicians — keeps technical systems running, monitors energy data, and works proactively on optimization.

### Energy Strategist

A new hire in 2025, responsible for sustainability, energy efficiency, development of the operations organization, and tracking of energy legislation.

### Operations council

A forum for coordination, knowledge sharing, and developing shared working methods in operations and technology. Chaired by the Energy Strategist and the Head of Property Management.



*”Success is created through the interplay between operations, management, and investment. With a skilled energy and technology organization, we drive energy efficiency and optimization.”*

**Peter Nyberg, Energy Strategist**

## Standard solutions enable investment at scale

Victoriahem owns 1,600 buildings with nearly 40,000 apartments. The majority of our portfolio was built during the Million Program era. The buildings have similar construction, which means effective solutions in one property often work just as well elsewhere.

To make even greater use of our scale, in 2025 we laid the groundwork for a series of standards, including for different types of energy projects. With clear standards and consistent working methods we can, among other things, carry out larger consolidated energy projects rather than many small ones. We can also make coordinated purchases.

Our standards also ensure quality at every stage of an energy project and help us reach our sustainability targets more quickly.

# 2. Climate impact

Victoriahem's total GHG emissions are to be cut in half by 2030 compared to 2020. We will achieve this by reducing our environmental impact across our entire value chain — from procurement, construction, and renovation, to operations, waste, and transportation.

## Sustainability targets

-50%

### Reduced GHG emissions

Victoriahem's total GHG emissions are to decrease by 50 percent by 2030 compared to 2020.

75l

New sub-target from 2026

### Reduced residual waste per household

Tenant residual waste is to be reduced to a maximum of 75 liters per household per week by 2030. We track and follow up by region.

-20%

New sub-target from 2026

### Reduced emissions from procurement

Both our properties and the company's vehicles are to run entirely on fossil-free energy by 2030.

100%

### Fossil-free operations and vehicle fleet

Both our properties and the company's vehicles are to run entirely on fossil-free energy by 2030.

-20%

New sub-target from 2026

### Reduced emissions from renovation

The climate impact of renovation and refurbishment is to decrease by 20 percent by 2030 compared to 2025.



New sub-target from 2026

### Reduced emissions from new construction

From 2026, the environmental performance of new construction is to meet the requirements for a Miljöbyggnad Silver certification, with a climate impact of no more than 230 CO<sub>2</sub>e/m<sup>2</sup> GFA and an annual reduction of 10 CO<sub>2</sub>e/m<sup>2</sup> GFA through 2030.

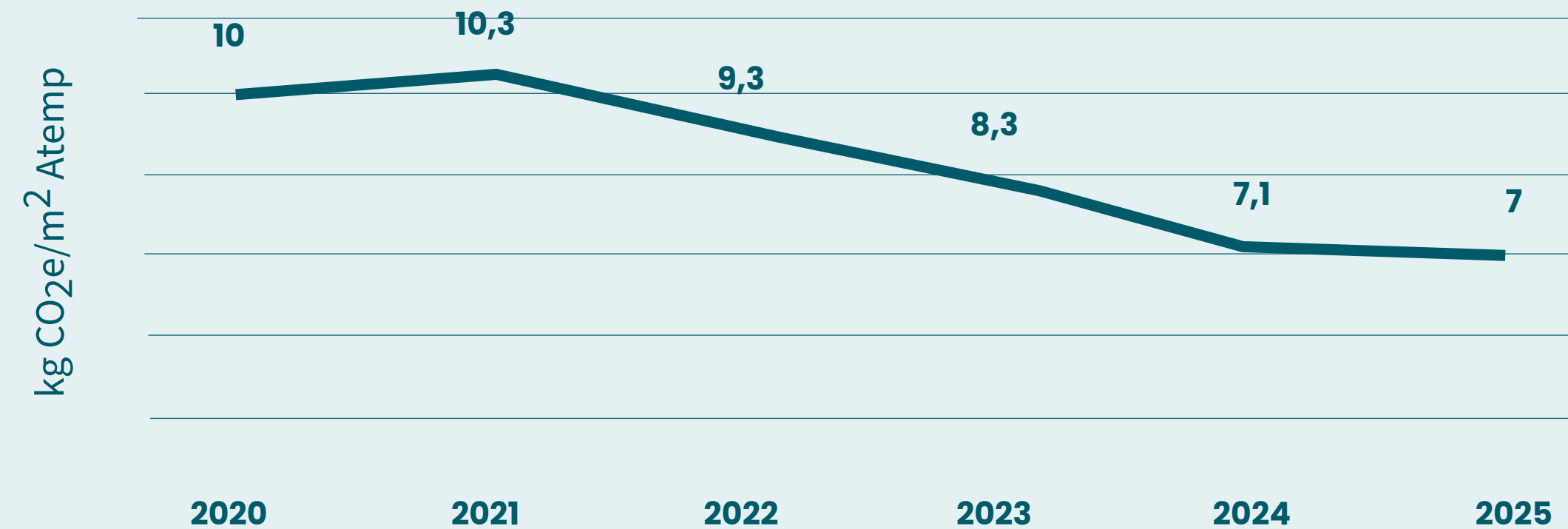
# Our climate impact continues to decrease

Our goal is to halve Victoriahem's GHG emissions by 2030 compared to 2020, and we are well on our way. Our climate target covers the areas where we as a property owner have the greatest direct influence — GHG emissions from heating, purchased energy, procurement, renovation, new construction, and company transportation.

The largest share of our total climate impact, however, comes from the incineration of tenant household waste.

## Steady long-term progress

Carbon emissions according to our Climate Path have declined clearly since the 2020 base year. The curve covers Scope 1 and 2 as well as selected parts of Scope 3 according to Victoriahem's own boundary definition. Results are affected by energy use, electricity procurement with guarantees of origin, and district heating emission factors. Individual years may therefore deviate from the long-term trend.



The curve shows GHG emissions per square metre of heated area according to Victoriahem's Climate Path. The calculation covers Scope 1 and 2 and selected parts of Scope 3. Tenant household waste, household electricity, and composting are not included.

**-30%**  
reduced  
CO<sub>2</sub>e emissions

## GHG emissions to be halved

Our GHG emissions were cut by approximately 30 percent by 2025 end, according to our Climate Path. Reductions are largely the result of energy efficiency efforts and sourcing electricity with origin guarantees. To support our overall climate target, we have separate sub-targets for procurement, renovation, new construction, and transportation.

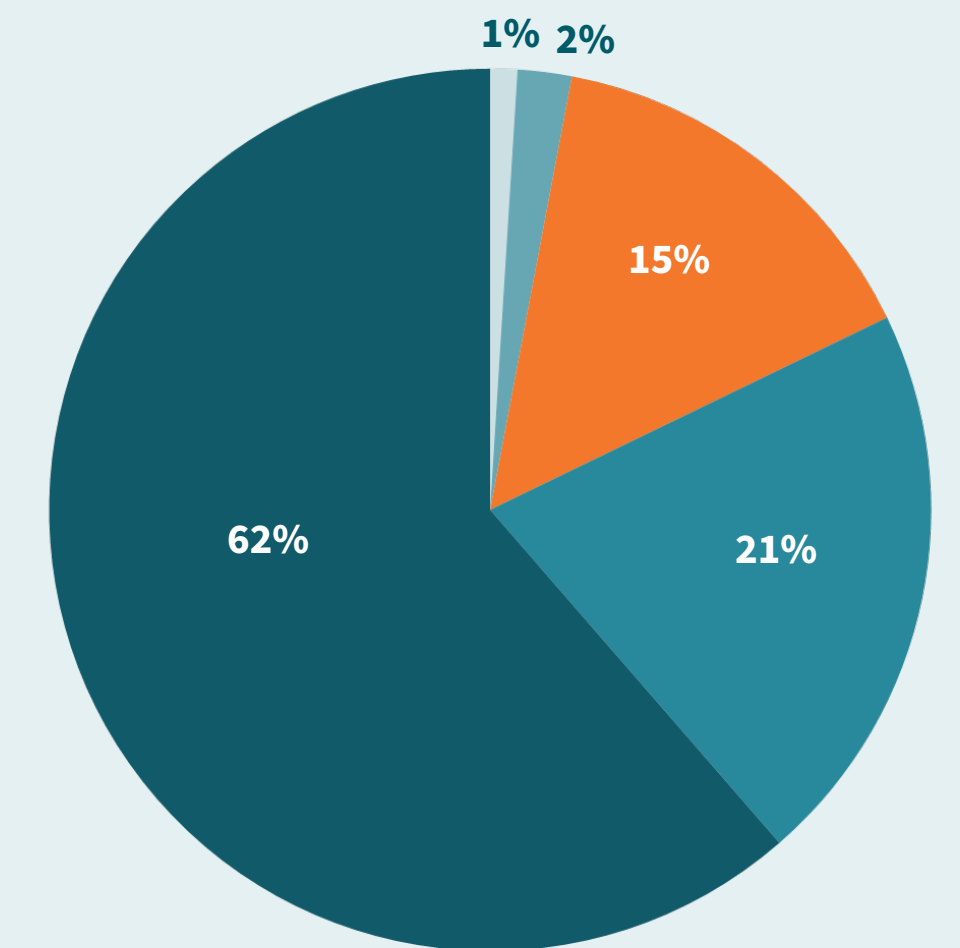
**97%**  
Fossil-free energy

## Nearly entirely fossil-free energy

Our purchased electricity is origin-certified as fossil-free. The district heating used to warm our homes is largely fossil-free, though a small fossil share remains. We also use a small amount of fossil fuels.

## Waste incineration accounts for the largest share of emissions

Incineration of household waste from our tenants accounts for nearly two thirds of Victoriahem's total GHG emissions, according to Klimatinitiativet's reporting for 2025. Around one fifth of emissions come from district heating, and approximately 15 percent from electricity used in building operations. The pie chart follows Klimatinitiativet's location-based calculation method.



Legend for the pie chart: Waste (dark teal), District heating (medium teal), Electricity (orange), Fuels (light teal), Business travel (very light teal).

## Two thirds of GHG emissions are linked to our tenants

People live their lives in our buildings and neighborhoods. They consume electricity, water, and heat, and they produce household waste. They may travel by car between home, school, work, and activities.

The fact is that two thirds of Victoriahem's total GHG emissions can be linked to our tenants.

There is a lot we can do to help tenants live more sustainably. We know them and have direct contact with them. 40,000 families live in our buildings. Even small changes make a big difference.



### How we help reduce tenants' climate impact

- Facilitate EV charging to encourage electric vehicle use
- Install more energy-efficient appliances
- Install water-saving toilets and faucets
- Install water- and energy-efficient laundry room equipment
- Introduce individual water metering and billing
- Improve source-sorting facilities to reduce residual waste
- Clear, consistent communication to encourage sustainable behaviors
- Place package lockers in our neighborhoods, reducing tenant trips



### Free trailers make recycling easier

Through a partnership with Freetrailer, tenants in many of our neighborhoods can borrow a trailer free of charge, for example to haul bulky waste to the recycling center. The trailers are parked in the middle of the residential area. They reserve, unlock, and return the trailer via an app. We have had trailers in Katrineholm and Örebro since 2023, and a further fifty have since been rolled out across our neighborhoods.

59  
trailers available  
to borrow



*"The trailers get a lot of use. Previously, furniture and other waste would sometimes be left by our recycling stations and out in the area. We see much less of that now."*

**Sophia Carlsson, Property Coordinator, Katrineholm**



Rinkeby, Stockholm

## Decrease of residual waste

Incineration of household waste generates significant fossil CO<sub>2</sub> emissions. In line with Public Housing Sweden’s Climate Initiative, we adopted a target in 2025 for tenant residual waste to fall below 75 liters per household per week by 2030. An analysis we conducted in 2025 shows the current level is 110 liters per household per week — giving us a clear baseline from which to prioritize the right measures and track progress over time.



## We are stepping up EV charging infrastructure

As electric vehicles and plug-in hybrids become more common, demand for charging naturally increases. Surveys among our existing tenants show clearly growing interest.

We also notice that many apartment seekers expect charging to be available — it can even be a deciding factor when choosing a home. We have therefore decided to accelerate the rollout of charging stations from 2026 onward.



## Package lockers help reduce carbon footprint

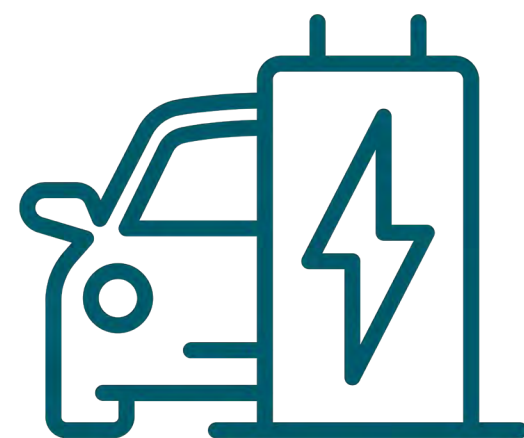
With package lockers close to home, tenants have less need to travel to post offices and parcel pick-up points. This reduces tenant carbon emissions from transportation.

Day-to-day life also gets easier — tenants can collect their packages whenever it suits them.

We have 311 package lockers at 146 locations across our areas.

266

charging points  
across the portfolio



311  
Package lockers

## Underused spaces become good homes

Creating new homes within existing buildings is better for the environment than building from scratch. Many of our buildings contain underused storage rooms, basements, and other spaces ripe for conversion. Hard-to-let commercial premises may also be suitable.

To date we have created 383 new homes this way, 23 of them completed in 2025. In 2026 we will begin our largest conversion project yet — in Märsta, a former health clinic and preschool will become 55 new homes, and in Nynäshamn we are converting an attic space into eight apartments.

*”We continue to see significant potential in converting hard-to-let premises into homes. It is both economically and environmentally sustainable. We continuously survey our properties to identify spaces suitable for conversion.”*

**Stefan Lakus, Project Manager**

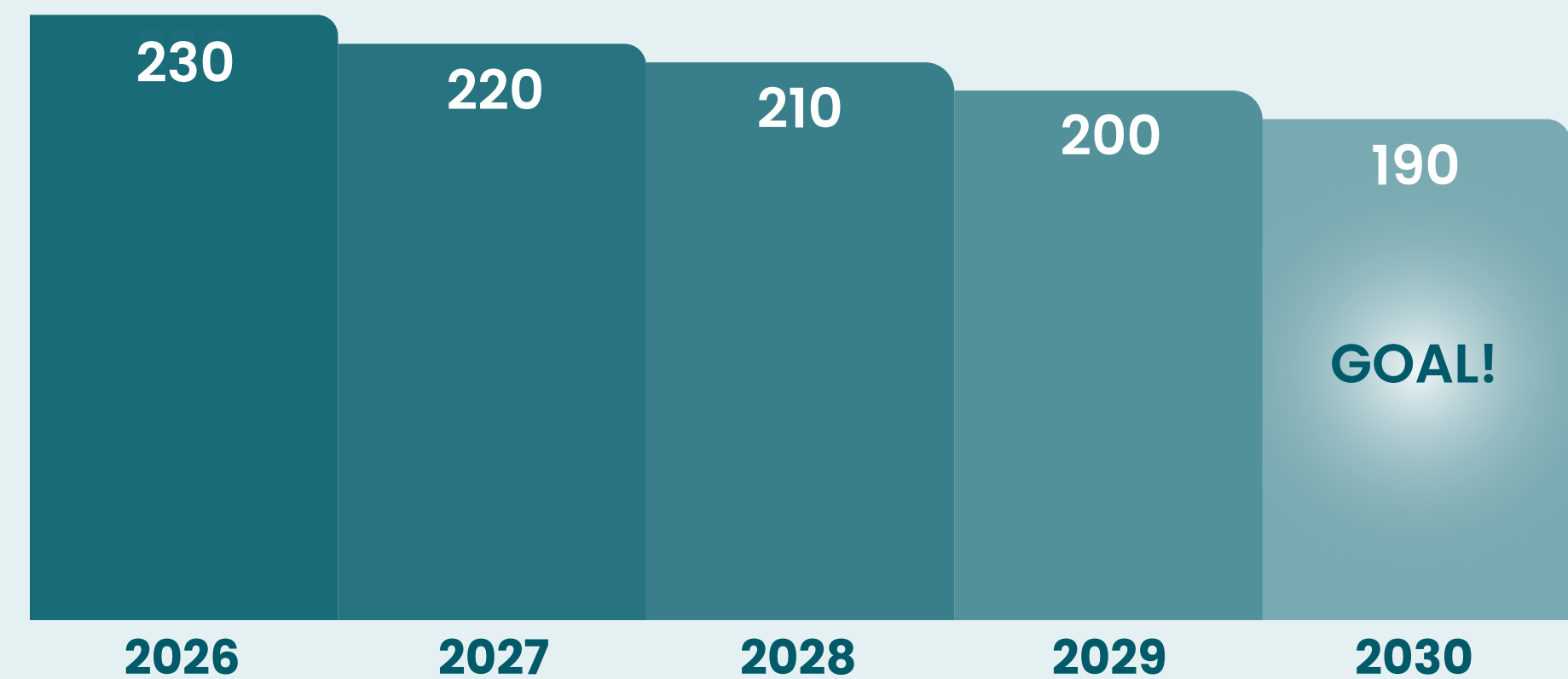


## Progressively tightening climate requirements for new construction

Many of our neighborhoods have densification potential, and since 2019 we have built 380 new homes on our own land. The pace has been low in recent years, but when conditions are right we will build again — with the smallest possible climate footprint.

From 2026, all new construction must meet the Miljöbyggnad Silver standard, with a climate impact of no more than 230 kg CO<sub>2</sub>e per square meter GFA, decreasing by 10 kg CO<sub>2</sub>e per square meter GFA per year through 2030.

### Emissions must decrease every year



By 2030 we will progressively reduce the climate impact of new construction to 190 CO<sub>2</sub>e per m<sup>2</sup> GFA.



STAFF IMPACT

## Sustainable travel and transport

Victoriahem operates across 31 locations, making business travel hard to avoid entirely. By choosing more sustainable modes of transport, planning trips efficiently, and using digital meetings wherever possible, we can reduce our operational carbon footprint.

During the year we have continued replacing vehicles to reach a fossil-free fleet by 2030, with further replacements planned in the years ahead.

Service vehicles used locally in our neighborhoods have in many cases been replaced with electric golf carts and cargo bikes.

### Emissions from business travel, tonnes CO<sub>2</sub>e

	2023	2024	2025
Train travel	0,3	0,1	0,1
Air travel	149,9	105,4	99,8
Business car trips	57,1	54,0	52,7
Service and pool cars	155,7	197,8	271,7

Carbon emissions, tonnes CO<sub>2</sub>e, generated by staff business travel (excluding flights to company-wide conferences in 2022 and 2023) and the use of company vehicles.

PROCUREMENT

## New target for more sustainable procurement

In 2025 we adopted a new target to cut carbon emissions from major procurement by 20 percent by 2030.

We are currently mapping which categories account for the largest emissions.

We already require lower-impact alternatives in relevant tenders, including products with better energy performance such as higher-rated appliances.

COLLABORATIONS

## Joint initiatives we participate in

### Public Housing Sweden's Climate Initiative

Victoriahem has been an associate member of Sveriges Allmännyttan since 2021. In 2022 we also joined Allmännyttan's climate initiative — a collective effort to reduce greenhouse gas emissions.

### Bebo

Bebo is the Swedish Energy Agency's procurement network for energy-efficient multi-family housing. The network consists of around forty property owners, both municipal and private. Its primary aim is to reduce dependence on energy in the form of heat and electricity in multi-family buildings.

### Östergötland bygger klimatneutralt

ÖBKN is a local network in Östergötland where participants from business, academia, and the public sector come together to address environmental challenges.

# 3. Victoriahem as an employer

ESG  
Social

Victoriahem aims to be an attractive employer — for both current and prospective colleagues. We value diverse perspectives and believe in open, direct dialogue where everyone feels able to contribute and have influence. Our employment and pay conditions should be fair and equitable, and our work environment safe and secure.

## Sustainability targets

0%

### No workplace accidents

We have a zero-vision when it comes to workplace accidents. This includes work carried out by contractors on our behalf.

<3%

### Low sick leave

The average sick leave rate among our employees is to remain below 3 percent.

>80%

### Satisfied employees

Our employee surveys are to return a score of at least 80 percent, measured using the Qualtrics methodology.

0%

### Zero discrimination

No form of discrimination is to occur at Victoriahem.

100%

### Equal pay for equal work

Equal pay for equivalent work applies across all roles and positions in the company.

OUR EMPLOYEES

# 500 players – one team

Victoriahem is a geographically dispersed organization, but we are still one team. We run our 31 areas as if they were independent businesses, backed by the strength of having 500 colleagues and several central functions working across the whole company.

Our size is an asset in many ways. There are plenty of opportunities to grow and develop as an employee, and many colleagues to draw support from. We believe in helping each other and sharing knowledge, experience, and a love of the work.

Commercial mindset, drive, and an entrepreneurial spirit are qualities we encourage. With 40,000 customers, a strong service ethos and a genuine commitment to the wellbeing of our residential areas are just as important.



**476**  
full-time equivalents

**A wealth of collective experience**  
Close to 550 people work at Victoriahem. Converted to full-time equivalents, we had 476 employees as of December 31, 2025. Property Technicians, Property Managers, and Leasing Agents are our three largest occupational groups.

**120**  
Property Technicians

**52**  
Property Managers

**34**  
Leasing Agents

## Bringing everyone along as we and the industry adapt

Our industry has shifted significantly in a short space of time. Like many other housing companies, we are facing challenges in achieving full occupancy. Several of our locations have high vacancy rates. This is a new situation for us, and one that requires us to work in new ways.

Moving from primarily managing buildings and properties to placing much greater emphasis on sales and building customer loyalty is a major transition for many people.

### Broad efforts to build shared understanding

Throughout the year we worked extensively to explain our new circumstances — why we need to work differently and what that means in practice.

- At our Sales Conference in January 2025, the whole company came together. We shared experiences and heard both internal and external perspectives on why sales matters to us.
- At our three regional meetings in September we discussed challenges and opportunities, both across the company and within each region.
- Clear, regular communication from management is essential for building a shared sense of direction. Our CEO takes part in monthly interviews distributed via our intranet.
- During the year we have strengthened central support functions and created new sales-focused roles to support the whole organization.
- Our new approach, and how each person can contribute, is a standing topic in employee appraisals.

*”When major changes happen, it’s important that every employee understands their role and how they can contribute. That’s essential both for people to thrive at work and for the company to succeed.”*

**Liselott Wennerström, CHRO**



## CULTURE

# Celebrating success matters!

When you are on a journey of change, it is important to celebrate wins along the way. And we do. We also like to recognize colleagues who show extra commitment to our shared success.

At our sales conference in January, we named the year's best leader, culture carrier, salesperson, and improver — four qualities we value and like to reward.

Collaboration is of course fundamental. But a little friendly competition also adds spice to everyday life.

Our two sales competitions helped rally energy around occupancy. Our competition for the biggest improvement in customer satisfaction put the spotlight on service and how we treat people.



Best sales result 2025 achieved by Team Norrköping

## Our values show the way

Our three core values describe how we operate and what matters to us.

### Together

We help each other and share our knowledge generously, regardless of role or location. There is no "yours and mine" here. We know that working together is how we reach our goals.

### Like my own

Each of us does our job with the same commitment and sense of responsibility as if it were our own business, our own home, our own yard. And just as we want to be treated, we treat our customers and colleagues.

### Neat and tidy

We keep things in order — from playgrounds to coffee cups. That gives us satisfied auditors, satisfied tenants, and satisfied colleagues. And when that happens, the company thrives.



*"I really try to be a role model for my colleagues. There's nothing better than seeing an employee grow and develop. You don't need to know everything — you learn as you go. What matters is having drive, interest, and commitment."*

**Benny Hesselgren, named Culture Carrier of the Year 2025, Property Manager in Jordbro and Nynäshamn**

DIVERSITY

# Diversity and equality – a winning combination

We want employees who think differently and bring varied experiences and backgrounds. Diverse perspectives lead to better solutions. It is also a strength for us as a landlord, since in our day-to-day work we meet people from all walks of life.

When recruiting, it is competence, experience, and potential that count. We follow a clear process to ensure candidates are assessed objectively, fairly, and on equal terms.

Every recruitment starts from a well-defined requirements profile. Selection is made through structured interviews with competency-based questions, along with occupational psychology tests and case exercises. This reduces the risk of unconscious bias influencing assessments.

*”Through our structured recruitment model we promote both diversity and equal treatment, as well as long-term skills supply. Both are central to our sustainability work.”*

**Katarina Björnström, HR Partner and Recruitment Specialist**



**100%**  
equal pay

## Women earn slightly more

Pay for equivalent work is broadly equal between women and men at Victoriahem. In 2025, the median salary for women was 1 percent higher than for men.

**36%**  
female managers

## Just over one in three managers is a woman

Of all colleagues with people management responsibility – from Property Managers and Area Managers to Regional Managers and senior leadership – 36 percent are women and 64 percent are men.

**70%**  
male colleagues

## Big differences between occupations

The property sector has traditionally been male-dominated – and that is how it looks at Victoriahem too. Seven out of ten employees overall are men. Among Property Technicians, 97 percent are men. Among our Leasing Agents the picture is reversed: eight out of ten are women (December 31, 2025).

## The same pattern across the industry

Victoriahem’s gender distribution follows the same pattern as the rest of the industry, according to a survey by the Property Industry’s Training Board covering more than 300 companies (2025).



	Industry		Victoriahem	
	Women	Men	Women	Men
Property Technicians	7%	93%	3%	97%
Property Managers	34%	66%	36%	64%
Leasing Agents	72%	28%	84%	16%

Industry figures are taken from the Property Sector Education Board report on skills needs 2025–2030, published March 2025. Victoriahem figures reflect the situation as of December 31, 2025.

## ONBOARDING

# A good start matters in the long run

Getting the right knowledge early reduces uncertainty and makes it easier to take initiative. New employees who get off to a good start also tend to feel more at home and stay longer.

At Victoriahem, all new employees get access to a digital onboarding program before their first day. This ensures every new colleague receives consistent, equal information about both the company and their own employment.

Once on site, a structured onboarding follows. The program runs for around three months, during which the new employee meets colleagues across different functions, visits other departments and offices, completes training in various digital systems, and more — all tailored to the individual's specific role.

A few times a year we also bring all new employees together for a joint event. As well as socializing and getting to know each other, they learn more about the company, discuss topics important to us, visit central support functions, and meet our CEO and leadership team.



23 new colleagues gathered for joint onboarding days in Malmö in January 2026.

## CAREER

# Many paths for growth

We encourage the desire to develop, and there are many directions to take within the company. In our employee appraisals, every employee discusses learning and development with their manager at least once a year.

Most of our learning happens in everyday work — through collaboration with colleagues and with the support of good managers.

Formal training through internal and external courses, along with other individually tailored development initiatives, is also a natural part of the offer. This strengthens both individual career opportunities and the organization's collective competence.

We also actively encourage internal mobility. All vacancies are posted on our intranet, and we work to raise awareness of possible career paths.

We have many examples of employees who, through commitment and drive, have moved into new roles.

*"It means a lot that my employer believes in me. Taking on people management responsibility has been a bit of a challenge, but a natural next step. It's especially rewarding to be able to support our caretakers and help them grow. It's a fantastic opportunity."*

**Linda Maklin, started as a Property Technician, progressed to Property Manager, and now also has people management responsibility for five employees.**





**86%**  
**Loyalty Index**

**High overall score**  
Questions about how employees view Victoriahem as an employer are summarized in a Loyalty Index. In 2025 it came in at 86 percent, up from 85 percent in both 2023 and 2024. The average across all companies using the same survey provider was 77 percent in 2025.



**89%**  
**look forward to going to work**

**88%**  
**find their work meaningful**

**89%**  
**feel comfortable in their team**

EMPLOYEE SURVEY

# We love coming to work!

In our annual employee surveys we track how our colleagues feel and what they think of Victoriahem as an employer. The 2025 results are exceptionally strong across the board. We love our teams, we look forward to coming to work, we find the work meaningful, and we feel well supported by our managers.

**89%**  
**feel their manager makes time for them when needed**

**84%**  
**consider Victoriahem a very good workplace**

**83%**  
**would recommend Victoriahem as an employer**



## WORK ENVIRONMENT

# Work should work for everyone

We want sustainable working lives – from start to finish. For us that means present managers, sustainable working hours, and conditions that actually hold up in everyday life. We have a zero-vision for accidents and continuously monitor how our employees are doing. This is reflected, among other things, in our low sick leave rate.

Our work environment efforts are guided by our work environment policy and the Swedish Work Environment Authority's guidelines. Responsibility sits locally, but we also have a company-wide safety committee that meets four times a year, or when needed.

### Our work environment efforts include:

- All managers receive training in basic work environment law.
- We continuously train employees in fire safety checks, hazardous work, and CPR.
- Safety walkthroughs are conducted every year to identify risks in the work environment and prevent accidents and ill health.
- We carry out random alcohol and drug testing across all departments and levels of the company, both to support individuals who may need help and to ensure a safe working environment for everyone.
- All employees are offered training in handling difficult encounters, to better prevent and manage threatening situations.
- We offer a wellness allowance and health insurance.
- Short-term sick leave in 2025 was 1.58 percent. (Total sick leave was 3.23 percent.)
- 42 incidents were reported during the year, resulting in a total of 29 sick days. All incidents and near-misses are thoroughly investigated and documented, and measures are taken to prevent recurrence.

## Clear rules on ethics and responsibility

At Victoriahem we strive to maintain an open business culture and high ethical standards. We are committed to the safety and respect of everyone affected by our operations.

All employees are expected to follow and uphold Victoriahem's code of conduct and ethical guidelines. Everyone must complete mandatory digital training on our rules and policies.

We have zero tolerance for discrimination, harassment, and other misconduct.

If discrimination, harassment, or other serious wrongdoing is discovered, employees can report it anonymously through our whistleblower service.



**90%**  
are well acquainted  
with the ethical guidelines

**Following our guidelines is seen as important**  
In our 2025 employee survey, nine out of ten respondents said they feel well informed about the guidelines and policies in place, and that they place great importance on following them.

**90%**  
have not experienced  
discrimination

**Zero tolerance for discriminatory treatment**  
We have zero tolerance for all forms of discrimination. Our employee survey shows we are closing in on our target. 90 percent report that they have not been subjected to discriminatory treatment, harassment, sexual harassment, or any other form of discrimination at work in the past twelve months.

# 4. Social engagement

ESG  
Social

We aim to have safe, welcoming residential areas where tenants want to stay and new tenants are happy to move into. We contribute to neighborhood development through our own efforts and through partnerships with BID and property owner associations, municipalities, and the Tenants' Association.

## Sustainability targets



### More residents in employment

A high share of people in employment is an important driver of positive community development. We contribute in part by hiring Environmental Caretakers and creating summer jobs for young people.



### Fewer deprived areas

We aim to ensure no area where Victoriahem owns housing is classified as "particularly deprived" by the National Operations Department (NOA). We do this through collaboration with other stakeholders and through our own social engagement work, safety initiatives, renovation, and local presence.



### Increased safety

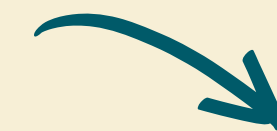
Our Safety and Security Index, as measured by the AktivBo tenant survey, should be at least as high as the average among other major landlords with properties in deprived areas.

Refined target from 2026



### More residents staying put

We want more residents to stay with us and in our areas. We aim to break the pattern of people choosing to leave deprived areas when they gain the financial means to do so.



### Lower vacancy rate

We will reduce the share of vacant apartments. Empty apartments are not only a loss of income for the company — they also create a sense of insecurity in the area.

Refined target from 2026



## Our daily reality

In many of the areas where Victoriahem owns housing, socio-economic challenges are part of everyday life: high unemployment, low educational attainment, low voter turnout, a sense of insecurity, and in some places elements of criminality.

59 residential areas in Sweden are currently assessed as deprived or particularly deprived. Victoriahem owns housing in half of them.

That is our reality — and it is why our social engagement work is a natural, central part of what we do every day.

## Our ambition

Victoriahem's social engagement work should lead to real, positive change in the areas where we operate.

The long-term goal is for fewer areas to be assessed as having major socioeconomic challenges according to Boverkets Segregationsbarometer (the National Board of Housing's Segregation Barometer). In areas currently classified as deprived or particularly deprived by police, tangible improvements should take place. Several areas should move off the police's list, or move down a level — with Victoriahem having played a clearly demonstrable role in that shift.

## Our strengths

As a landlord, we have the opportunity to be an important driving force for change. We are present every day, year-round. We know the areas deeply and understand where the needs are. We know the residents better than most. We have connections to local associations and businesses. We have financial resources and strong incentives to invest in lifting these neighborhoods.

# Turning the tide — we're well on our way

Thirteen years ago, Victoriahem acquired its first properties in Herrgård in Malmö's Rosengård district. Social engagement has been central to our work ever since.

Now we can measure the long-term impact of those efforts. And it looks good — not just in Rosengård.

In August 2025, the report "Turning the tide — an analysis of Victoriahem's work on social sustainability" was published.

Consulting firm Ramboll, together with Infostat, analyzed key socioeconomic indicators — including employment, safety, and educational attainment — in Victoriahem's residential areas over the five-year period 2018–2022\*. They also compared results against residential areas not owned by Victoriahem.

## Positive trend in eight out of ten areas

- Improvement are most pronounced in employment and safety
- Areas with the greatest challenges show the strongest development.
- The strongest results are in Herrgård in Malmö, Tensta in Stockholm, Geneta in Södertälje, and Lövgärdet and Bergsjön in Gothenburg — all classified by police as particularly deprived.
- Particularly deprived areas owned by Victoriahem developed better than comparable areas not owned by Victoriahem.

\*2022 is the most recent year for which complete data was available *at the time of analysis*.



## About the report

"Turning the tide — an analysis of Victoriahem's work on social sustainability" was commissioned by Victoriahem, partly as a follow-up to the study "The drop that hollowed the stone," which covers Herrgård in Malmö 2013–2018.

*Read and download both reports at [victoriahem.se](https://victoriahem.se).*

*"We wanted to know whether our model for social sustainability actually works — whether it genuinely helps lift our areas. And I think the study shows that it does."*

**Per Ekelund, CEO**



## Property owners play an important role

Meaningful change requires coordinated social action — and according to the report's authors, property owners can play a significant role.

They highlight Victoriahem's local presence, dialogue with residents, renovations, the Environmental Caretaker Programme — which offers employment to people far from the labor market — and the company's rental policy as key factors.

# Standout development in Herrgården

In the report "Att vända utvecklingen," (Turning the tide) Ramboll Management Consulting takes a deep dive into Herrgården — the area Victoriahem has owned the longest.

Herrgården is a neighborhood in the Rosengård district of Malmö and is classified as particularly deprived. Victoriahem owns the majority of all housing there.

The study compares Herrgården against statistically matched twin areas not owned by Victoriahem. The positive trend in Herrgården is stronger than in any other area studied.

Employment has seen especially strong growth. The share of residents in work rose from 32 percent in 2018 to 49 percent in 2022.

Other improvements: households receiving social assistance fell from 33 percent to 22 percent, upper secondary school eligibility increased by 10 percentage points, and emergency call-outs fell from 47 to 26.

According to the report's authors, Victoriahem's long-term efforts have in all likelihood contributed to the development in Herrgården.



## The Success Paradox has been broken

A common pattern in deprived areas is what is known as the Success Paradox — people leave the area when they gain the financial means to do so, while lower-income people move in, creating a downward spiral.

In Herrgården, that pattern has reversed, according to the study. The number of employed people moving in now equals those moving out.

*"The development in Herrgården is remarkable. The trend is stronger than in any comparative area. Our analysis suggests that Victoriahem's social engagement work has contributed to that success."*

**Aina Rundgren, Business Area Manager for Social Sustainability, Ramboll Management Consulting**



**17%**  
increase in share  
of employed residents

**+10%**  
increase in  
share with upper  
secondary school eligibility

**-11%**  
Fewer households  
receiving social assistance

PARTNERSHIPS

# Ten-year anniversary for summer football school in Rosengård

For a full decade, Victoriahem and football club FC Rosengård have run a summer camp for children in the area during school breaks.

In 2025, 65 boys and girls aged 8–12 took part. Three days of football, games, and competitions. The camp is open to all children in the area, and free of charge.

This is a great example of a long-term, concrete partnership between us as a landlord and the local associations in Rosengård. Victoriahem provides funding to the club, which organizes training and activities. Our staff and summer job employees help serve snacks, hand out sports bags, and more.

Our partnership also includes the club's first team players joining community days and other family activities we arrange for our tenants a few times a year.



*”Many young people in the area have limited access to organized leisure activities, especially over summer. The summer camp creates a safe space where children can make new friends, stay active, and build community.”*

**Amélija Ernemyr, Area Manager in Malmö**



## PARTNERSHIPS

# More examples of activities we support

We have important partnerships with the local community and associations in all our areas. Here are some examples:

- Summer swimming school in the Järva area, Stockholm (Spårvägen swimming association).
- Basketball tournament in Rinkeby during summer holidays (Shanta Basketball Club).
- More than 300 children receive free weekly training in Södertälje (Lebi Skol IF).
- Activities for children and young people in Alby via Cirkus Cirkör — ten years running.
- Youth center, CV-writing workshop, and homework support in Nyköping (Verdandi).
- Summer camp for children with disabilities in Linköping (Linköping Outdoor Recreation Club).
- Our own outdoor swimming pool facilities in Brandbergen and Tranås — key community hubs in summer.
- Activities for children in Västerås (Bäckby Community Center Association).
- Football cup in Skäggetorp, Linköping during summer breaks (Hemgårdarnas BK).



### Support and training for mothers

One of our broadest social engagement partnerships is with Mamma United. We support the organization with premises and funding at four locations. Mamma United runs training for mothers in deprived areas on how Swedish society works — covering health and nutrition, personal finance, and much more.

### Our tenants ran for a good cause

In October 2025, our colleagues in Jordbro, Haninge, organized the first edition of the charity run Jordbrojoggern. The winner didn't just get the honor — they also got to donate the prize money, a full 45,000 SEK, to a local association. Victori-ahem contributed 10,000 SEK; the rest was raised from some of our contractors.



Husby, Stockholm

**12**  
apartments to  
Stadsmissionen

### Another path to housing

Victoriahem currently makes twelve apartments available to Stadsmissionen's operations in Sörmland, Östergötland, and Stockholm (December 2025). The apartments are sub-let to people who would otherwise struggle to access the housing market.

## PARTNERSHIPS

# Safe homes for the vulnerable – in partnership with Stadsmissionen

Getting a rental contract typically requires stable income and a clean credit history. People who can not meet those requirements risk, at worst, becoming homeless.

Together with Stadsmissionen, Victoriahem helps people in vulnerable situations get their own home.

We've worked with Stadsmissionen in Sörmland and Östergötland for several years. Victoriahem rents apartments to Stadsmissionen, which sub-lets them to people excluded from the regular housing market.

In November 2025, we signed a new framework agreement with Stockholms Stadsmission, where the goal is for the person to eventually take over the primary tenancy contract. Stadsmissionen stays in contact, supports the sub-tenant, and helps resolve any issues that arise.

*"When the private sector and civil society join forces, magic happens. It's wonderful to be part of handing over a primary tenancy contract to someone who hasn't had secure housing in a long time."*

**Kamilla Alm, Operations Manager,  
Stockholms Stadsmission**





PARTNERSHIPS

# A full day of collaboration with 18 local tenant associations

In the vast majority of our areas, local tenant associations represent and advocate for tenants — making them natural partners to us.

In early 2025, Victoriahem staff and representatives from 18 local tenant associations in the Stockholm region held a joint conference — a historic day to discuss how to do even more together to create good and safe living environments for our tenants.

The backdrop is a central Tenant Participation Agreement we have in Stockholm, where we as landlord commit to funding the Tenants’ Association’s activities in our areas and providing premises where they can arrange activities and meet their members.

The Tenants’ Association in turn commits to holding resident meetings and other activities, and to inviting Victoriahem to consultation meetings at least a couple of times a year.

The central agreement in Stockholm is a milestone in our collaboration with the Tenants’ Association. But we also have local agreements and active partnerships in many other places.



*”The Tenant Participation Conference is an incredibly valuable forum where we can step back together, have deeper conversations, and learn from each other.”*

**Susanne Sjöblom, Chair, Hyresgästföreningen Region Stockholm**

Peter Lindström, Regional Manager Victoriahem Stockholm North. Susanne Sjöblom, Chair of Hyresgästföreningen region Stockholm and Roger Malmquist, Regional Manager Victoriahem Stockholm South.

**3,7 million in tenant participation funding**

**Annual funding to the Tenants’ Association**  
In 2025, Victoriahem contributed 3.7 million SEK to local tenant associations (Hyresgästföreningen) in our areas — money that, under our Tenant Participation Agreements, they are to use to run activities for their members.

## Easier to drive change when property owners work together

When it comes to neighborhood development and social engagement, we share a lot of common ground with other local property owners and community stakeholders. Collaboration comes naturally.

Victoriahem is a member of 16 property owner associations across 15 municipalities. Many follow a model called BID — Business Improvement District — a structured way to organize collaboration between property owners, municipalities, and local associations. Police and Fire and Rescue Service are often involved too.

The associations focus primarily on increasing safety and security, building community spirit, coordinating the upkeep of outdoor environments, and strengthening the image of the areas.

Victoriahem has taken the initiative to start the majority of these associations and chairs several of them. A new association was formed in Norrköping in 2025.

### Even the local supermarket is involved

Local businesses also have a stake in the issues these associations work on. In Upplands Bro, the local Ica store is an active member. Food that would otherwise go to waste becomes breakfast for schoolchildren instead. The store donates the food while the Church of Sweden and local volunteers make sure around 90 children get a good start to the day every Friday.

In Huddinge, property owners collaborate with an Ica store in a similar project. The children get breakfast and volunteers get both lunch boxes and a sense of community.

16  
BID associations

### The number of associations are set to grow

We are members of 16 BID-model property owner associations in 15 municipalities. We helped found one of them in 2025. We are actively working in several municipalities with the ambition to start new associations in 2026.

### A new BID association in Hageby

In the Hageby neighborhood of Norrköping, we formed a property owner association in 2025 together with Hyresbostäder and Rikshem. One of the association's goals is to increase safety in Hageby, an area classified as deprived by police. During the year the association conducted two Safety Walks together with the municipality, emergency services, and police — identifying unsafe locations and drawing up action plans.



*”An important task for the BID associations is to highlight that things are moving in the right direction. The media often paints an unfair picture. Surveys show that residents have a much more positive view of their area than people who have perhaps never even been there.”*

**Jonas Hagström, Safety Coordinator at Victoriahem, is Chair of three property owner associations and Vice Chair of two.**



*”Through my colleagues and the tenants, I picked up Swedish really fast. Now I can talk with the team and help plan how we work — that’s great. My goal is to help our tenants, who are also my neighbors, so the area gets even better.”*

**Nikola Cetkovic worked as an Environmental Caretaker in Malmö in 2025. He now has a permanent position as a Facility Technician with us.**

EMPLOYMENT

## The Environmental Caretaker Programme strengthens both individuals and neighborhoods

Hiring Environmental Caretakers to keep residential areas clean and tidy has been central to Victoriahem’s social engagement work for over a decade. Participants begin with four weeks of work placement, then a fixed-term contract of up to 18 months.

Many recruited to the programme have been far from the labor market. A regular job — with a wage, colleagues, and real responsibility — can be a crucial step toward building self-confidence and a sense of the future. The goal is for participants to move on to other employment or education, which 57 percent have done. We support them with employer contacts, CV writing, and language training.

30 Environmental Caretakers completed the programme in 2025. Three were hired directly into our own operations.

### A path forward for many

In 2025, 35 new Environmental Caretakers joined us. Since the programme launched in 2013, a total of 326 people have participated. 268 (82 percent) have completed the programme, and 57 percent of completers have gone on to employment or education within six months.

**57%**  
moved on to  
other employment

### Major social returns for every person who enters employment

The Environmental Caretaker Programme creates benefits not just for the individual — the societal value is significant too.

In recent years, the programme has generated societal savings of over 28 million SEK per year. This is shown by an analysis published in the “Turning the tide” report from 2025.

The calculation is based on an average of 17 participants per year moving on to regular employment or education during the analysis period — leading to reduced need for social assistance and other benefits, and increased tax revenues.

**326**  
Environmental Caretakers  
have participated in the  
programme

**28**  
million in annual  
social returns

### Social clauses to get more involved

Victoriahem is a major employer. Many companies also help us with renovation and maintenance of buildings and grounds — and we see significant potential here to create jobs and work placements for residents in our areas.

All contracts we sign with these suppliers include a social clause requiring them to contribute to our social engagement work — for example by hiring people who have been Environmental Caretakers with us.

## Summer jobs with a little extra

Every summer, Victoriahem helps create jobs for up to 900 young people for a few weeks.

This is an important first step into working life that also builds pride in the places where they live.

Every summer job project includes an education component. Around 30 percent of the time goes to "life skills" activities we arrange — from talks on democracy and personal finance to CV writing practice. An environmental session is always included, covering topics like waste sorting and biodiversity.

It's a well-regarded model that has spread to many locations.



830

summer jobs  
through partnerships

### Most jobs are created through partnerships

The vast majority of summer jobs we create are through partnerships. The most common model: municipalities recruit and employ the young people, while we and other local property owners arrange the placements and provide management.

66

summer jobs through  
direct recruitment

### We also recruit directly into our own operations

In addition to partnerships, we recruit a number of summer workers directly into our own property management each year, primarily targeting 15- and 16-year-olds.

### Jobs and activities for 60 young people in Gottsunda

In Gottsunda, Uppsala, the local property owner association — which Victoriahem helped found — recruits and employs young people. Partners include Victoriahem, Rikshem, Uppsalahem, Hemmaplan, and Uppsala municipality.

60 young people received summer jobs in 2025. Four university students were hired as supervisors. Each three-week period also included a range of social activities:

- Training on recycling and waste sorting
- Workshop on writing a CV and cover letter
- Talk on starting your own business
- Talk on the risks and consequences of criminal activity
- Demonstration of how drug detection dogs work

# Customer satisfaction keeps improving

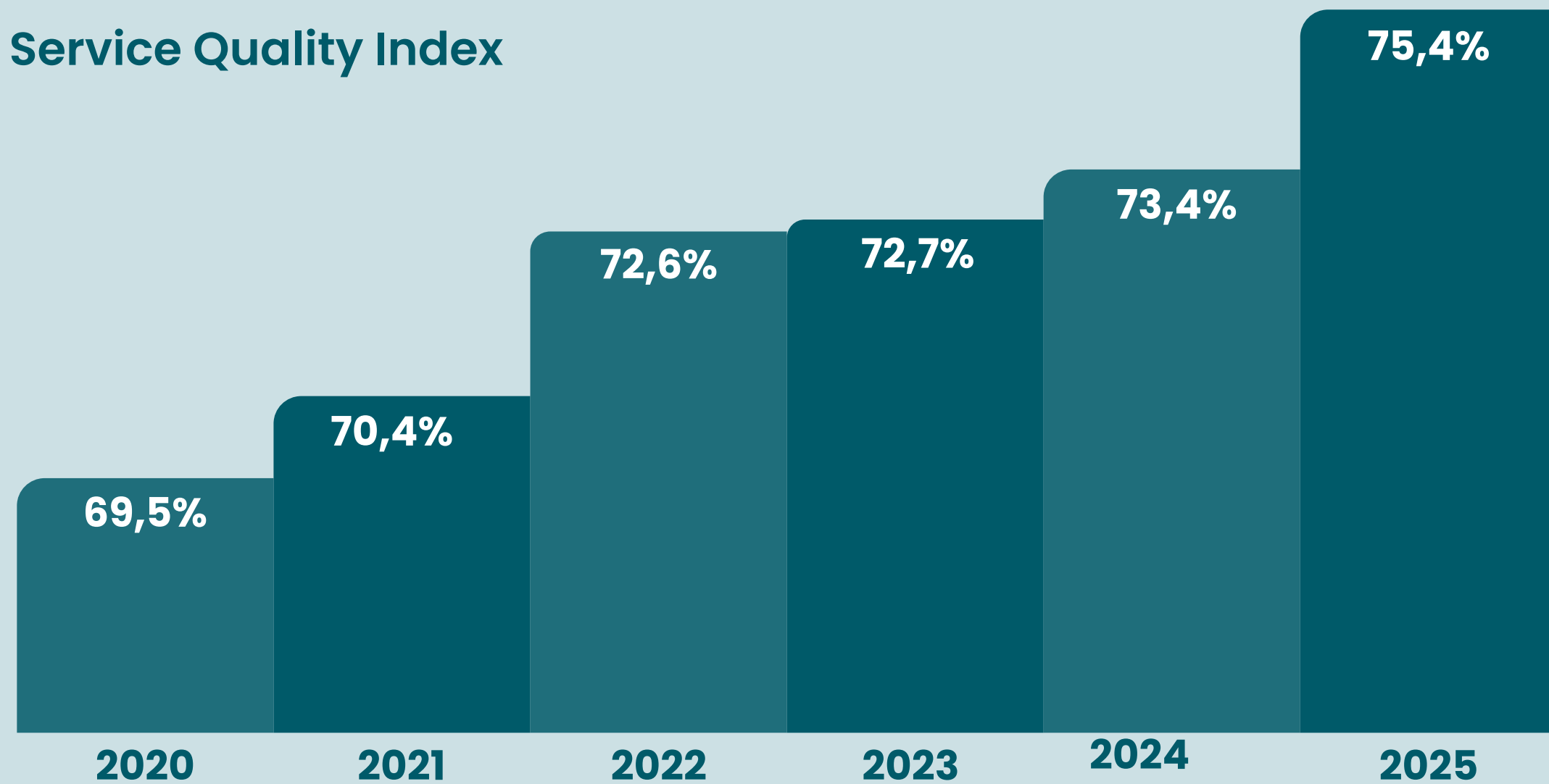
We conduct annual tenant surveys together with AktivBo. They give us valuable insight into what tenants think of us and their living situation. Results are presented as an overall Service Quality Index.

In 2025, Victoriahem's Service Quality Index increased by 2 percentage points compared to the previous year, from 73.4 percent to 75.4 percent.

We use the results to prioritize our efforts. To make sure we are on the right track, we also conduct smaller local pulse surveys during the year — focusing on the specific questions where tenants in each area gave us the lowest scores, to check whether our measures are having an effect.



## Service Quality Index



Our Service Quality Index has increased every year since we started measuring.

**75%**  
Service Quality Index  
2025

## Tenants' rating of our service

The Service Quality Index is the summary rating our tenants give us. It is built from questions on service quality, customer interaction and safety. The figure represents the share who answered "good" or "very good."

## Most satisfied tenants in Köping

Results vary across our areas. Our highest-rated area is Köping, where nine in ten tenants are satisfied. Växjö made the biggest leap in 2025, rising by nearly 9 percentage points to 85 percent.

**90%**  
Service Quality Index  
in Köping



DIALOGUE

## Important meetings that build community

The majority of our over 500 employees work on site in our areas and know the residents well. A sense of community between neighbors is also important for well-being and safety — which is why we organize activities where tenants can come together.

Our community days are an important part of our social engagement work.

### At Järvaveckan for the fourth year running

For the fourth year running, we took part in the political week in Järva in June 2025 — meeting residents, connecting with partners, and sharing information about the Environmental Caretaker Programme. We also held a well-attended seminar on our social engagement work. Victoriahem has 3,359 apartments in the Järva area (Rinkeby, Tensta, and Husby).

**70**  
community days

### Family days for the whole neighborhood

Each area office arranges at least one, but usually several, family days per year — up to 70 occasions annually where we meet our tenants in a festive setting.



### Stairwell Drop-ins — a model that spreads

A few years ago, our colleagues in Alby started holding what they call Stairwell Drop-ins. The idea is simple — being regularly available in places where tenants naturally pass by: the stairwell, the courtyard, a walkway. A table with coffee and an openness to listen. It is an idea that has spread to many of our locations.

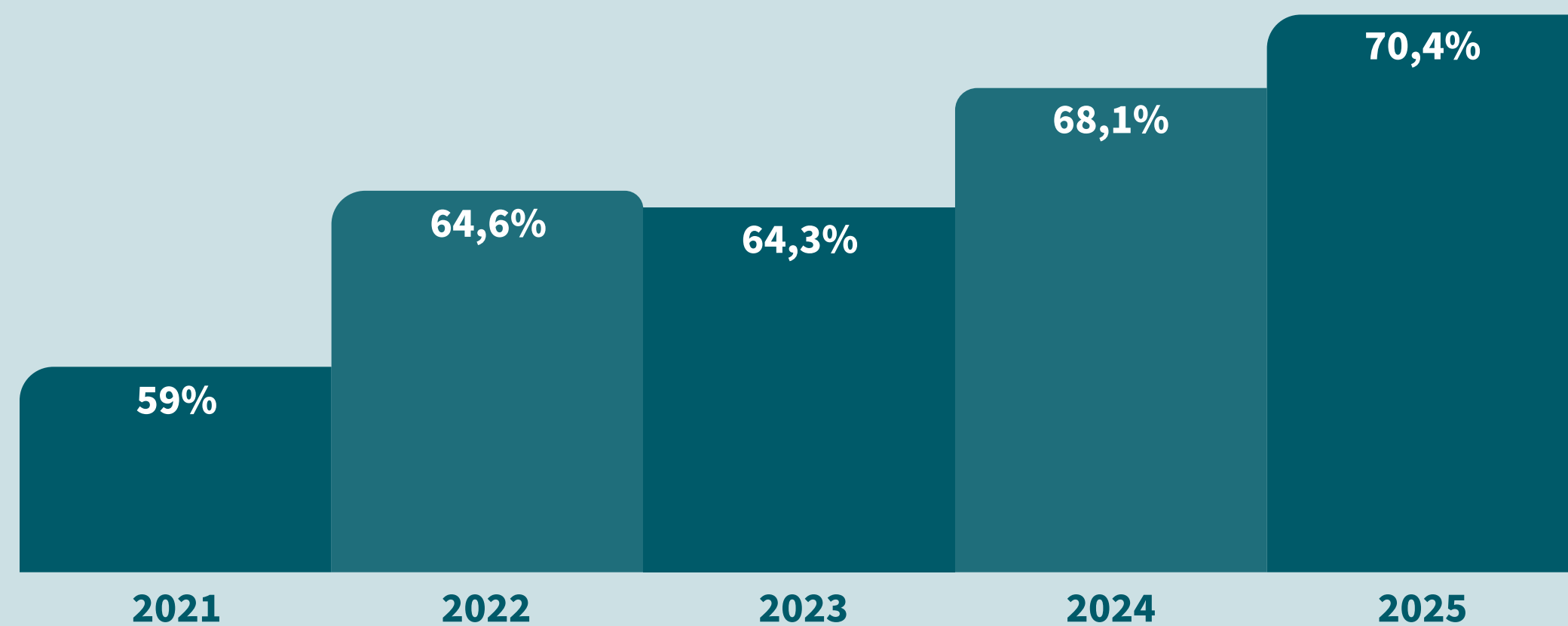
# Safety is improving in deprived areas

In our annual tenant survey, we ask how safe tenants feel in their home, their building, and their neighborhood.

The single question about feeling safe outdoors in the evenings and at night says a lot about how an area is perceived. The trend is positive in almost all our areas. It is particularly encouraging to see safety improving even more in areas classified as deprived by the police.

Perceived personal safety outdoors in the evenings and at night in our deprived areas increased by just over 2 percentage points compared to 2024, and 6 percentage points compared to 2023. This compares with an average increase of 5 percentage points across all our areas since 2023.

## Perceived safety in deprived areas



Share of residents in Victoriahem's areas classified as deprived or particularly deprived who say they feel safe outdoors in the area in the evenings and at night.



## Investors see the social value of what we do

Victoriahem's owner Vonovia has raised financing on the Swedish market through socially linked bonds, grounded in our work to raise living standards in areas classified by police as deprived or particularly deprived. Investors in social bonds are motivated by both financial return and the opportunity to contribute to positive societal impact.

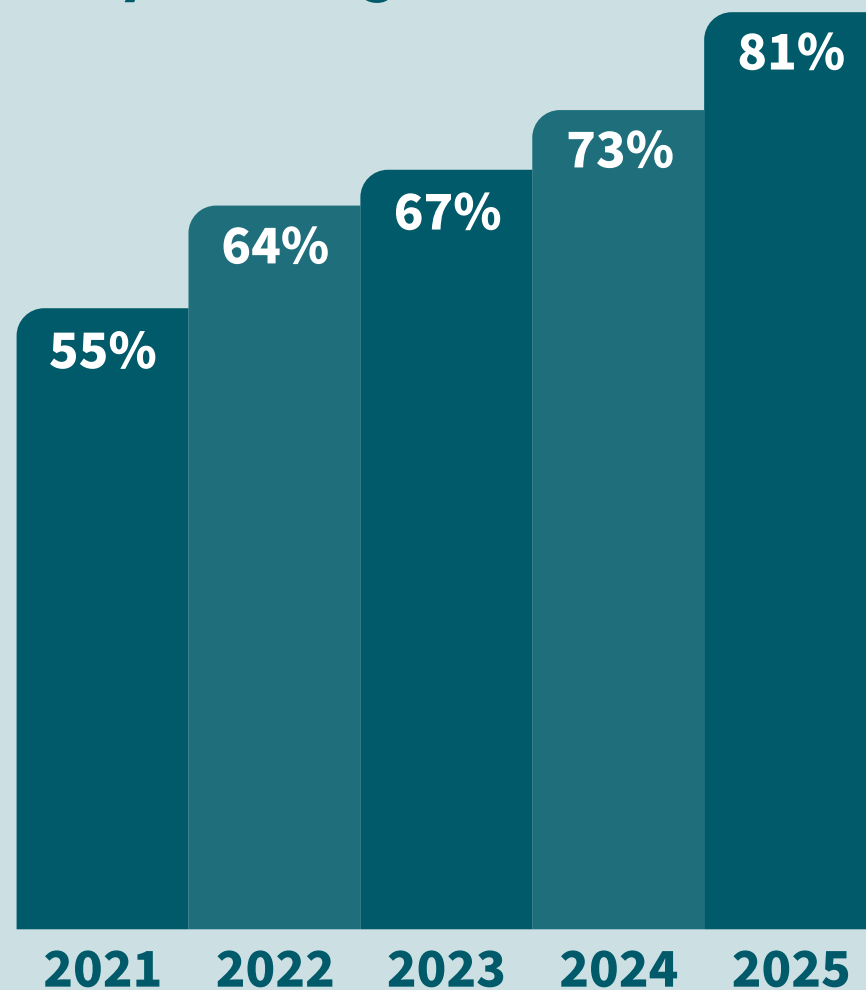
## Especially positive trend in Lövgärdet – collaboration is key

In Lövgärdet, Gothenburg — classified by police as particularly deprived — the trend in perceived safety is especially encouraging.

In our 2025 tenant survey, more than eight in ten residents said they feel safe outdoors in the area in the evenings and at night. That is an increase of 8 percentage points compared to 2024, and 13 percentage points since 2023.

Lövgärdet is also an example of where we work closely with others on broad social engagement efforts. We have had a particularly close partnership with the municipal housing company Poseidon for several years.

### Safety in Lövgärdet



Share of tenants who say they feel safe outdoors in the area in the evenings and at night.

### Success factors

- Safety wardens seven evenings a week.
- Close collaboration with the local school, including homework support, sports activities, and scholarships.
- Rent subsidies for associations running activities in support of parents and women.
- Broad support for youth activities.
- A youth center jointly managed by us, the municipality, and Poseidon.
- Summer jobs for young people.
- Renovation of buildings and outdoor environments.

*”When we pool our resources, we can achieve so much more. We and Poseidon are the two largest landlords in Lövgärdet — together, we have a real capacity to shape how the area develops.”*

**Toni Delen, Area Manager, Victoriahem Gothenburg**



*”Our investments in Lövgärdet have delivered clear results — increased safety and well-being over several years. We and Victoriahem share a goal: Lövgärdet off the police’s list of particularly deprived areas. We’re doing everything we can as property owners to make that happen.”*

**Dennis Andersson, District Manager, Poseidon**

# 5. Governance

Our operations affect many people and stakeholders. Through high ethical standards, systematic work against corruption and fraud, and clear processes and policies, we aim to conduct sustainable business and be a credible partner.

## Sustainability targets

1.

Refined target  
from 2026

### **Sustainability governance**

Our sustainability targets are to be integrated into all of the company's business plans — both locally within our property management and centrally in various support functions. A prerequisite for our sustainability work is that operations remain profitable.

2.

### **Sustainable supply chain**

Our suppliers must maintain high business ethics, offer good working conditions, and work to reduce their environmental impact. We have zero tolerance for bribery, corruption, and other criminal influence, and a zero-accident target for contractor work at our properties.

3.

### **Clear guidelines and robust processes**

Clear guidelines and processes to ensure high business ethics, safe and fair rental processes, equal treatment of customers, proper handling of whistleblower reports, a good working environment, and sound regulatory compliance among both employees and suppliers.

## How we govern sustainability

Sustainability is a key perspective across all parts of Victoriahem's operations. Our targets and ambitions are based on our owner Vonovia's strategy and materiality analysis, adapted to Swedish conditions.

Vonovia is responsible for overarching sustainability governance. Victoriahem reports results to Vonovia, which publishes a group-wide sustainability report in accordance with the EU's CSRD framework.

### Responsibilities

Ultimate responsibility for sustainability targets and strategy at Victoriahem sits with senior management and our CEO.

As Victoriahem is a decentralized organization, Regional Managers and Area Managers are responsible for ensuring that local targets and concrete action plans are built into each area's business plan.

### Sustainability Council

Victoriahem's Sustainability Council reviews issues and prepares proposals and decision-making material for management. The council is also responsible for following up on sustainability targets.

The council consists of the heads of HR, Property Development, and Communications, one of our two Property Management Directors, and our Energy Strategist.

An important task for the council is also to anchor sustainability work throughout the organization — from management and support functions through to local property management.



## High expectations of both employees and suppliers

Our code of conduct sets out our view of responsible business and guides our employees. It is based on the principles of the UN Global Compact.

The code covers human rights, working conditions, the work environment, business ethics, and anti-corruption. It also describes the company's values.

The code applies to all employees regardless of position. All employees complete mandatory training on our code of conduct and how to uphold it.

We hold our business partners to the same standards as our employees. That is why we have a separate code of conduct for suppliers. Combined with clear guidelines on how procurement and purchasing should be conducted, and which suppliers and contractors may be engaged, we ensure sustainable business practices.

## A comprehensive approach to a safe and fair rental process

As a landlord, we have a particular relationship with our customers. A tenancy agreement is a legal contract — which places extra demands on us. The foundation is a safe and fair rental process.

We have local Letting Officers in all 31 locations, plus a central department that supports our areas. The central department reviews all references and documents and assesses whether the criteria for a tenancy contract are met. It also handles applications for subletting, transfers, and apartment swaps.

Having a neutral party review applications and ultimately decide who gets a tenancy contract contributes to a fair and objective process for our applicants.

It also makes for a safer working environment for Victoriahem's staff, who are not at risk of undue influence. Tenancy contracts are in demand, which means attempts at trading and fraud do occur.

In Stockholm and Uppsala County, the majority of available apartments are let via the municipal housing agency (Bostadsförmedlingen) — another way of handling rental applications through a neutral party.

## Important to tackle unauthorized subletting

Unauthorized subletting causes a range of problems. It creates unease for residents who do not know who their neighbors are. It prevents people on housing waiting lists from getting an apartment. And people in vulnerable situations risk being exploited.

We work systematically using a range of methods to identify unauthorized subletting. Each year, a number of people lose their tenancy contracts as a result — and the apartments become available to others in need of housing.

### Requirements for subletting permission

Subletting requires our permission. There must be a valid reason — such as studies, temporary work elsewhere, or illness. We approve subletting for a maximum of twelve months at a time.



**1189**  
apartments to the  
municipal housing agency

### Top contributor for the fifth year running

In 2025, 1,075 apartments were let via Bostadsförmedlingen in Stockholm — making Victoriahem the private landlord contributing the most. A further 114 were let via Uppsala Bostadsförmedling

**80**  
apartments freed up

### More apartments available for applicants

In 2025, we freed up a total of 80 apartments by taking action against unauthorized subletting. The majority were passed on to Bostadsförmedlingen in Stockholm.

FAIR SERVICE

## Central functions make for safe and fair processes

It should be easy to reach us, and our service should be fair and equal for everyone. We have local offices in our areas where tenants can meet us in person.

When customers contact us by phone or email, our central customer service team handles it. Our target is to answer calls within three minutes and emails within 24 hours.

Centralizing part of our service means more generous opening hours for everyone — and ensures that tenants are treated equally and receive the same service regardless of where in the country they live.

Our customer service is based in Malmö, alongside a central lettings department handling tenancy contracts and references. Further teams administer rent payments and supplier invoices.

Close collaboration between departments gives us control over our processes, lets us resolve issues quickly, and ensures tenants do not fall through the cracks.

900

calls handled on  
an average day in 2025

2,3

minutes average  
response time in 2025

36 000

emails answered  
from customers in 2025



Jordbro, Haninge

FAIR SERVICE

## The Tenant Ombudsman — an extra layer of support

We aim to provide good, prompt service to all our customers. If a tenant feels they're not getting the help they need, our Tenant Ombudsman can step in.

This may involve a particularly complex case, or one where the tenant wants to raise an issue with someone outside of local property management.

We established the Tenant Ombudsman to ensure no case is left unresolved. It is an internal function, but one that aims to be as neutral as possible.

More than 200 cases were handled by the Tenant Ombudsman in 2025.

# Fifty million invested in safer buildings

Safe buildings mean security for our tenants and a lower risk of crime in and around our properties.

In 2025, we invested approximately 50 million SEK in what we call Security Upgrade Packages — new access control systems, locks, entrance doors, basement doors, and security doors.



Husby, Stockholm

## Security upgrades had immediate impact in Norrköping

In one of our residential blocks in Norrköping, residents felt unsafe in the building's common areas. Unauthorized people were sometimes present and vandalism occurred.

In 2025, we made a series of investments to increase safety and security in the property.

The buildings received new, more secure entrances, digital access control systems were installed, laundry rooms were renovated, basement doors replaced, stairwells and basement corridors repainted, and new LED lighting installed throughout.

According to our tenant surveys, perceived safety among residents has increased significantly following the upgrades. The share feeling safe in the basement and loft, for example, rose from 31 percent in 2024 to 57 percent in 2025.

**+28%**  
Perceived security against burglary in apartment

**+26%**  
Perceived security in basement and loft

**+12%**  
Perceived safety in the stairwell

*"We listened to what residents were worried about and acted on several fronts at once. Knowing that safety is now experienced as significantly better is very gratifying. It shows how much this work matters."*

**Dino Fikic, Area Manager, Norrköping**





#### PROCUREMENT

## All suppliers are screened

Sweden's criminal economy turns over more than 350 billion SEK per year, according to the government inquiry Svarta siffror (Black Figures), published in December 2025. And according to the Swedish Economic Crime Authority's 2025 situation report, the construction sector is particularly exposed.

Victoriahem is a major buyer of construction and property services. A key part of our procurement process is running background checks in line with the Swedish Economic Crime Authority's recommendations — to ensure there has been no criminal activity or financial irregularities in the companies that want to work for us. We run background checks on all new suppliers.

**1758**  
background checks

### One in ten excluded from procurement

In 2025, we ran 1,758 background checks. 10 percent led to the supplier being excluded from procurement for various reasons.

#### COMPLIANCE

## Random checks for a safe work environment

The companies we hire must be reputable and offer their employees good working conditions. One way to identify irregularities is through unannounced site visits to construction sites.

During visits we check that the work environment is safe, conduct drug and alcohol tests, and verify that ID06 cards and ID documents match the site's personnel register — confirming that the right people are on site.

In 2025, we conducted unannounced checks at around 20 apartment renovation projects and at eight larger renovation and construction projects.

#### COMPLIANCE

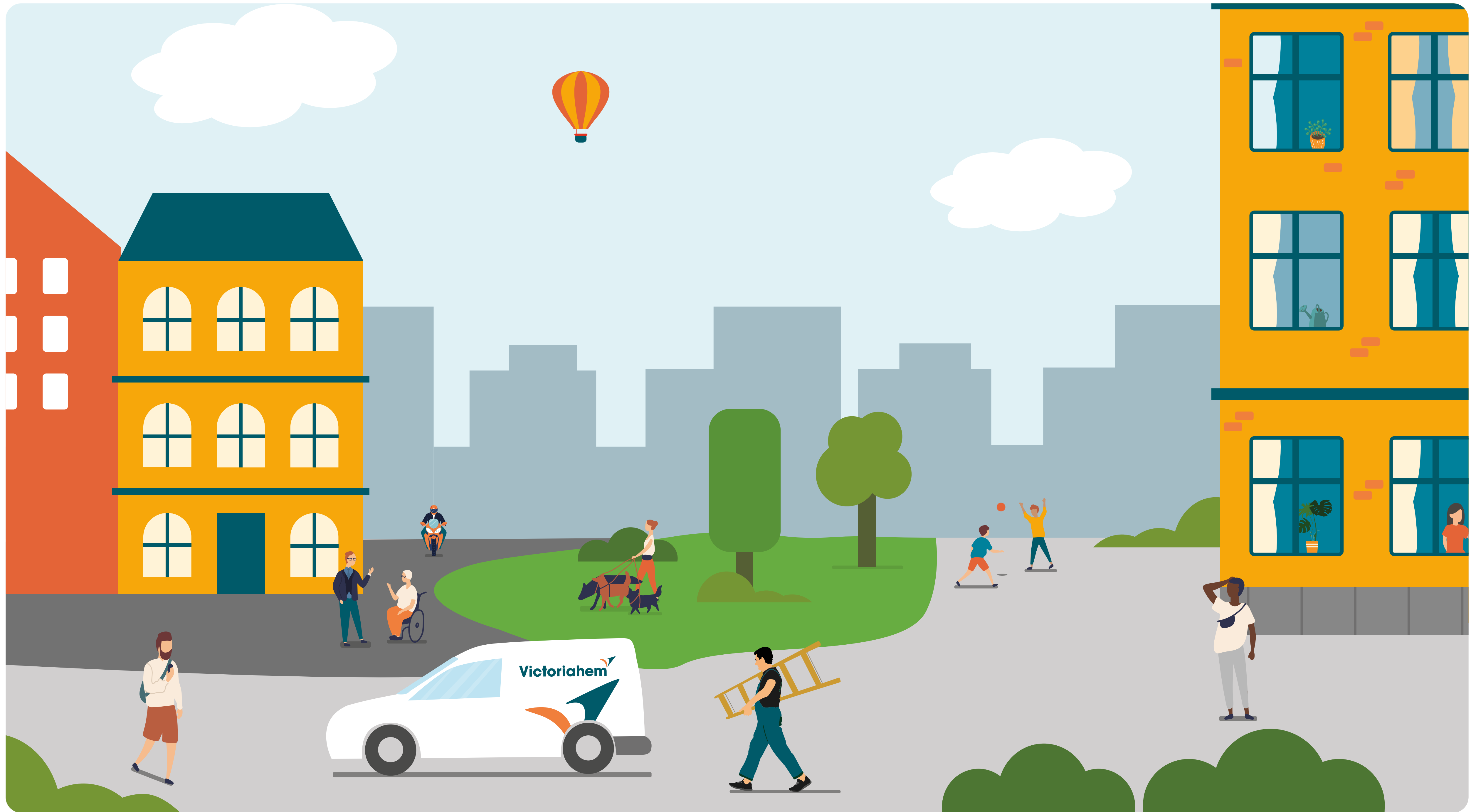
## Whistleblower Hotline for anonymous reporting



Anyone who suspects irregularities at a workplace — either at our own operations or at one of our contractors — can use Victoriahem's Whistleblower Hotline anonymously. Both employees and external parties can use the service, which is managed by an independent external advisor.

13 cases were reported via our whistleblower channel in 2025. None were assessed as qualifying offenses under law, but several were investigated and we continuously improve our procedures based on the reports we receive.

Victoriahem also works with Fair Play Bygg, a tip-off service for the construction sector in the Stockholm region.



Victoriahem