

SKANSKA

Explore the
opportunities
in project
development
and construction

Worldwide

#1·09



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Photo Holger Staffansson

Now ...

there are times when experience and expertise lead to an award without being the low bidder, as with the Roosevelt Island Bridge Reconstruction project.

Skanska's bid on the contract was higher than the low bidder. However, the client disqualified the low bidder, because bidders had to have significant experience with moveable bridges, a Skanska specialty.

Roosevelt Island is a unique community within New York City, located between Queens and Manhattan in the

East River under the Queensborough Bridge. A lift-span bridge connects the island to Queens.

The bridge reconstruction is divided into roadway replacement and rehabilitation of the mechanical and electrical systems. "The roadway was completely opened in December 2008," reports Project Manager **Pat Tamburri**, "a full two months ahead of schedule. It was a great team effort."

A good relationship with the client is

keeping the project moving.

"We determined during construction that the power system as it was designed was not constructible," Tamburri says. The client's own investigation confirmed Skanska's conclusion and a design change was initiated.

"We do our best to work in cooperation with the client," Tamburri says.

Experience won Skanska this project. And excellent execution carried it to a happy conclusion.



Don't let it hit the fan

There is something ominous about years ending in 09 - at least for us in Sweden. In 1709, we were severely beaten by Russians in Poltava. In 1809, we lost again and that time it meant Finland was separated from Sweden. In 1909, there was a major national strike... and 2009 does not appear to be too victorious, either.

A minister in the Swedish government even prophesied "2009 will be a crappy year." This is the kind of stuff that will hit the fan. In the words of self-help guru Brian Tracy, "Whatever we expect with confidence becomes our own self-fulfilling prophecy."

Unfortunately, this is due to expectations being drivers. Shares are valued by expectations. Projects are started on expectations. Everyone knows expectations get us up in the morning. But who wants to get out of bed for a crappy year.

Actually, some of the 09 years have had upsides, too. For example, 1809 saw the births of Charles Darwin and Abraham Lincoln. Survival of the fittest and abolishing slavery are results that can help us make it through the night.

Moreover, Skanska is fit and will survive. We will not become shackled by the banks or government interference.

Notwithstanding our strong position, most business curves are flat as a plasma TV screen. Today the only upward trend is the global temperature - the forecast speed of global warming is being repeatedly upgraded. Maybe 2009 can be a turning point. Hopefully future generations will remember 2009 as the start of something new: the green era. An ever-increasing number of corporations and public clients demand green projects. And we have a number of firsts - the first LEED projects, the first EU Green Buildings in several cities and markets. Go green or not all.

alf.lindstrom@skanska.se
A 100-percent eco-fueled driver.



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In brief, my message to you is, "Be careful out there, save lives, save money, save energy."



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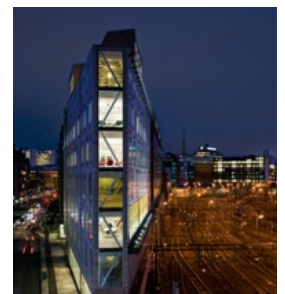


Cover Flat Iron Building, Stockholm
Photo Torbjörn Persson

Worldwide

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SE 169 83 Solna, Sweden
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Printing and copying **Alfaprint**
U.S. edition printed by **Dolan Wohlers**
Produced by **Grand Plan AB**
Graphic design **Staffan Millqvist**

Worldwide is the group magazine from Skanska AB, and is intended for employees, customers and other Skanska associates. The magazine is published quarterly in English. Subscribe free of charge by sending an application by e-mail: worldwide@strd.se, or by fax: +46-8-449 88 10. **Worldwide** is printed on environmentally compatible paper bearing the Nordic Swan environmental label. Feel free to copy pages from the magazine or to quote us, but please name the source. No responsibility is taken for unsolicited material.



Dear all,



Looking back, we delivered overall favorable results in 2008. Some markets and units even did exceptionally well. The firm focus on our financial exposure paid off. We had a highly satisfactory cash flow in 2008.

Markets were weakening last year. In 2009, things are sliding downhill. And we haven't reached rock bottom yet. We anticipate a further decline in most markets. Volumes will continue to decline, probably more in the Nordic region and less in the United States.

We still see little signs of light at the end of this tunnel. So we have to be very cautious and defensive to safeguard the company.

We are strengthening our risk management further through a special Risk Team headed by **Thomas Alm** at Skanska AB. Analyzing risks and opportunities, both from financial and technical standpoints, is of utmost importance. We will also follow projects more closely through the execution phase. In addition to all the efforts in the business units (BUs), **Anders Lilja** and his Controlling team from Skanska AB in close cooperation with the BUs are continuously reviewing execution, cash flow and financial exposure. In times like these, performing is more important than ever.

It is also crucial that you follow the market closely. Clients, partners, suppliers - how are they doing and developing? Be prepared to act fast to meet changes and declining volumes.

A cautious and protective attitude is good. But it doesn't take us to the next peak. We must secure new projects. If

not, there will be no cash flow, no company to defend.

Succeeding is about being client focused. Go out and visit them, get to know their needs, tell them about our offer.

Listening to media reports you may get the feeling that the end of the world is near. But still most people have a job to go to. Children still go to school. Doctors and nurses are treating the ill.

Everyday life goes on. And the need for roads, offices, schools and hospitals remains high. There is still need for our services today – and in the future.

There will be opportunities, and we must go out and grab them.

We must use all our creativity, all Skanska's joint expertise, to create innovative solutions that are attractive for our clients. Be it extending our services, introducing new solutions or creating energy efficient buildings.

We must also approach new clients. In many markets, we are active only in a few of our core business sectors. I am convinced that opportunities also exist in times such as these.

One such potential is our offer to develop and construct green buildings.

It is very promising that all Nordic units have decided to go for LEED and offer our clients the most advanced international system for certification of green buildings. Training of LEED Accredited Professionals gives us a strong knowledge base. We know what we are talking about. We now have about 30 LEED AP's in the Nordic units in addition to the 350 we already have in the United States. This is a strong signal to our clients. This is not

lip service – we walk the talk.

So I urge you to connect the green dots and use our expertise to win new green contracts. It is good for us and for our common environment.

However, no matter how important the finance, contracts and environment issues may be, I am most concerned about our safety performance.

We have a great company and great people. Unfortunately, I am saddened by too many tragic events. We have procedures, planning and personal protective equipment to protect us. We are improving. But we are not good enough. We still lose colleagues who are also friends at our worksites.

This is totally unacceptable. We need change. I strongly believe we need a new mindset.

This winter we took a new step: the Global Safety Stand Down. To honor victims and learn from the experience and prevent it from happening again, we will gather, analyze and spread all the information about every fatal accident. We will STOP all work at all sites and offices for the Global Safety Stand Down.

This way we will learn and improve. Accidents are preventable. Everyone has the right to a safe workplace.

In brief, my message to you is, "Be careful out there, save lives, save money, save energy."

Johan Karlström, President and CEO

Top 10

One As the first construction company in the Nordic region, Skanska will offer its clients environmental certification in accordance with LEED® for construction and commercial development projects.

Two The Barts and London Hospital project won the Sustainable Procurement award in the UK Sustainable City Awards. The award recognized the project's innovative use of reusable packaging, waste minimization reducing CO₂ emissions within the City of London.

Three Every tool you need to become the leading green project developer and contractor is in the Green Toolbox at the Group Forum Knowledge Center.

Four Kings Mill Hospital in Nottinghamshire, U.K., was honored with a Gold Award from the Royal Society for the Prevention of Accidents.

Five Skanska was the first to reach EU GreenBuilding qualification in the Czech Republic and Poland (and the second in Hungary).

Six Residential Development colleague Kristina Westin's debut album is now available and has got some airplay. Kristina's voice is akin to Emmylou, Dolly and Norah.

Seven Jim Whitaker, on the New Meadowlands Stadium project, was on Flight 1549 from New York - the plane that went down in the Hudson River in January. Jim held one woman's infant son to brace him for the impact and helped make what could have been a tragedy into an amazing rescue.

Eight Skanskan Tiimi ("Skanska Team") was named the best personnel magazine in Finland in 2008. The jury considered Skanskan Tiimi an exceptionally good-humored and lively magazine.

Nine Skanska USA Civil has been recognized by the California Department of Transportation for its teaming efforts - the company's third major partnering award in two years. The project team on the Reconstruction of SR 60 in Glen Avon was a recipient of the CalTrans Silver medal for its teaming efforts.

Ten A Skanska National Diversity Council has been formed in the United States. The first mission is to identify "The path to Inclusive Diversity." It is led by James Threkill, Director of Corporate Diversity and sponsored by Mike McNally, EVP, Skanska AB.

Homes for tomorrow

Sweden A Homes For Tomorrow project was recently launched by Chalmers University of Technology in Sweden. This program will focus on how to design future homes in a globalized world so that they meet people's anticipated needs. Moreover, the aim is to radically reduce consumption of energy and other resources. Headed by Professor Greg Morrisson, the project also includes a "reality panel," including Claes Roxbergh from Skanska.

Expanding health

U.S. Skanska has been awarded the contract to construct a hospital in Hopewell, New Jersey. The construction project involves about 90,000-sq-m (924,000-sq-ft) in two buildings linked at the floor level with a public atrium and lobby area. The new hospital in Hopewell is expected to be complete in October 2011 and replace the 112-year-old Mercer Hospital in Trenton, New Jersey.

Another bypass operation

Sweden The Swedish Road Administration has contracted Skanska to construct the Värtan intersection as part of the Northern Link bypass in Stockholm.

Revamping Brooklyn Bridge Park

New York Skanska won New York City's Brooklyn Bridge Park project and has now commenced work. The client is Brooklyn Bridge Park Development Corporation. This initial work comprises 409,000 sq ft (38,000 sq m), including 1,312 feet (400 meters) of promenade, 107,000 sq ft (10,000 sq m) of lawn and 700 new trees.

New Czech highways

Czech Republic Skanska has been contracted to construct a new highway in the Czech Republic. The assignment involves part of Highway I11 including the construction of a 526-meter (1,700-foot) bridge. The customer is the road administration in the Czech Republic. Contract value: EUR 48 million (USD 61 million). In addition, the local road administration in Chumutov has contracted Skanska to build a new stretch of the R7 highway. The contract is for a seven-kilometer (4.3-mile) bypass at Chumutov, northwest of Prague.



In shape with fitness centers

Sweden Skanska Direkt will outfit 50 Scandic hotels throughout Sweden with fitness centers. The project began in October 2008 and will be completed this spring.

"Skanska is nationwide and is fully competent to build our fitness centers. Working with just one contact person has really simplified our work," says Catarina Molén-Runnäs, Technical Director at Scandic.

School starts

Sweden Many Skanska employees are due to retire in the next few years. Now Skanska is starting its own vocational school in Växjö, Sweden, to secure its future supply of labor.

Knowledge base

Norway Skanska won a contract worth about USD 42 million to build a new student housing area in Trondheim, Norway. The customer is Trondheim's Student Welfare Association. The area is known as Berg Studentby and comprises 644 student rooms and common areas totaling 17,000 sq m (183,000 sq ft).



Awards

Finnish Site of the Year

The construction magazine Rakennuslehti has chosen Skanska's renovation project Antinkatu 32 in Helsinki as Site of the Year. The project team is credited with solving logistics in a challenging location, because the site was in a high-density area with heavy traffic. The project was completed three months ahead of schedule and under the target price. Safety was outstanding, too. Most of all, the jury appreciated the team's innovative attitude.

Praise for social responsibility

Skanska is ranked fifth in Sweden with regard to Corporate Social Responsibility (CSR) information on company websites, according to media consultant Hallvarsson & Halvarsson's annual ranking of 700 company websites.

Pipeline of the Year

The Pipeline Division of the Steel Tank Institute/Steel Plate Fabricators Association recognized the Catskill/Delaware Water Treatment Plant in Valhalla, New York, as their Pipeline Project of the Year.

Third-time winner

The Riverside office has been recognized by the California Department of Transportation for its teaming efforts. This is the team's third major partnering award in two years.

Double Czeching

When the Czech Republic selected the winners of the Construction of the Year 2008 Awards, Skanska was a double winner.

The D47 highway bridge over the Odra River and Antosovice Lake topped the scoreboard in the civil construction sector. The 592-meter (1,942-foot) bridge was completed in late 2007. The 48-meter-high (157-foot-high) pylon is now a landmark near the city of Ostrava.

Skanska also outskated the competition in building construction. The Nový Pivovar, New Brewery regional center, in the city of Hradec Kralove, eastern Bohemia, was selected as the most admired building in the Czech Republic in Internet voting. The redevelopment of the brewery was completed last year. It is now the home of the regional government, a university, post office, bank and underground parking for 450 cars.

Safety in Finland



Photo Jyrki Vesa

Finland In 2008, Skanska was acclaimed the best construction company in regional safety competitions in four regions: Southern Finland, Northern Finland, Tampere region and Satakunta region. The company also placed among the top three in five other regions.

The Confederation of Finnish Construction Industries RT and regional industrial safety districts organize safety competitions together with trade unions and other regional organizations. The main criterion is a safety index calculated using a standardized system by representatives of regional safety districts. In Eastern Finland, Skanska also stood out for its low accident rate.

Petri Nieminen received the trophy for Skanska Civil in Southern Finland in February 2009.

Pharm work

U.S. When the Irish pharmaceutical-services company Almac decided to build its new North American headquarters, Skanska won the contract. The construction management project features a new office building with 74,270 sq ft (6,900 sq m) of floor space and a production facility of 165,000 sq ft (15,400 sq m). The assignment will include site development with new roadways, parking, site utility infrastructure and landscaping. The new complex is expected to be fully operational by 2010.

Concrete building of the year

Estonia The passenger terminal of Tallinn Airport constructed by Skanska won the competition of Estonian concrete building of the year 2008.

The airport's passenger terminal construction combines concrete, glass and steel. As a result of the renovation and extension of 14,000 sq m (150,000 sq ft) of usable area, the airport's yearly capacity was increased to 2.5 million passengers.

Transit hub on Manhattan

New York The New York City Transit Authority has contracted Skanska to construct the foundation for the Fulton Street Transit Center in Lower Manhattan.

Chip in for quality

U.S. Skanska has received Intel Corporation's Preferred Quality Supplier award, recognizing their significant contributions to Intel in 2008. Skanska supplies Intel with construction management services.

"Congratulations to Skanska for winning Intel's Preferred Quality Supplier award," said **Allen Ware**, Facilities Materials and Services director, Intel Corporation. "Skanska's leadership and commitment to safety, quality and continuous improvement set them apart as a role model among Intel suppliers and to the construction industry."

"We are honored and proud to be recognized with such an esteemed award for the first time," said **Bill Flemming**, President, Skanska USA Building. The PQS award is part of Intel's Supplier Continuous Quality Improvement program.

Profitable Poland

Skanska Poland has outperformed for several years. Success is attributable to in-house changes such as greater employee job satisfaction and systematic efforts focused on building a unified and strong corporate culture.

Business is based on structured methods for working with clients, bids and risks. The next step is to leverage the unit's expertise even more and thereby expand its business footprint to become a full-service construction company in regional markets. **Roman Wieczorek**, Skanska Poland's Business Unit President since 2005, explains the hows and whys of Skanska's Polish construction operations.



Building pride in Poland

Bypass relief

Skanska constructed a 5.5-kilometer (3.4-mile) bypass around Biecz with five viaducts in 18 months. Biecz, a small city with a 750-year history and many historic buildings, is located in the Malopolskie region of southern Poland. The residents of Biecz had been waiting many years for the bypass to relieve the city of heavy traffic.

Flyovers in Warsaw

The Bielany flyovers, originally built in the 1970s, are two parallel, elevated roads of 819 and 814 meters (2,687 and 2,671 feet), located near the Bielanski Forest, a nature reserve in Warsaw. Skanska had to demolish the original flyovers before rebuilding them. The project, worth roughly USD 31.5 million, is one of the largest and most prestigious recent bridge projects in Warsaw.

Law Faculty building in Łódź

Skanska completed the Law Faculty building in Łódź, in central Poland, two years ahead of schedule. This was possible thanks to close cooperation with the client and the designer as well as the commitment of Skanska employees and subcontractors. The 21,500-sq-m (231,000-sq-ft) Law Faculty building provides space for 10,000 students and university employees. It is in the shape of a S symbol.

Railway to borderline

The project was to construct 12 kilometers (7.5 miles) of the railway line between Międzyzlesie (in southwestern Poland) and the Czech border. The project's value was about USD 37.4 million. Construction work was carried out in 19 months in cooperation with Skanska CZ, in difficult geographic and weather conditions, with high mountains and long and severe winters.

The A1 PPP highway

All 90 kilometers (56 miles) of the A1 phase 1 in northern Poland opened for traffic in 2008 – three months ahead of schedule. During the past few years, the A1 has been one of Europe's largest road development projects. Most of the stretch has been greenfield work. It was developed by Skanska Poland together with Skanska Infrastructure Development. The construction project, valued at approximately USD 689 million, was contracted to the Skanska NDI joint venture, which was responsible for everything – from engineering and procurement, to construction.

EU funds create business opportunities in Poland

Various EU funding programs are supporting development in Poland during the years 2007–2013. The monies will be invested in infrastructure, the environment, energy and other high-priority areas.

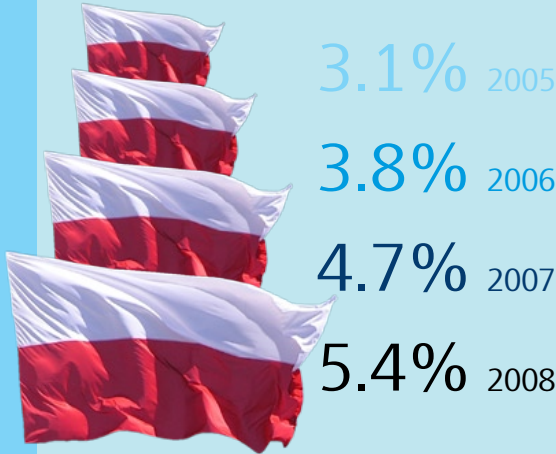
Skanska Poland is ...

... the **No. 1 employer** for students and engineers. Skanska is the ideal employer in the engineering category, according to Universum Student Survey, with more than 9,888 students participating. Skanska is also ranked 1st in Universum Professional Survey, conducted among more than 3,000 engineers with more than one year of experience.

... the **best managed** construction brand in Poland, according to a survey conducted among marketing specialists by **Marketing & More** magazine.

... the **most valuable** general contractor, according to Newsweek Polska magazine.

... the **most desired** employer for engineers in Poland in the category "Company for an engineer."



Outperform

Improving margins year by year



► How have you achieved improved margins year by year?

Together with our previous Business Unit President **Jan-Gunnar Glave**, we laid a foundation and set a direction. Several of our current management team members were involved then and are committed to change. We started building a winning culture based on strong values such as honesty, openness, frankness, personal commitment and responsibility. At the same time, we developed the organizational structure. We sold non-core businesses. We outlined a strategy focusing on margins rather than volume. And we fundamentally changed the way we work with bids and risk.

How?

By changing our mindset and introducing a "We" attitude in contrast to an "Us and Them" approach. Now the people who will be in charge of a potential project also prepare the bid and risk analysis. In this manner, those responsible for the execution and final results also have to consider and deal with potential risks. Earlier, we had separate bid and project teams. Now we have a classic process approach with clear-cut project manager responsibility and ownership. Of course, the project teams are supported by our different experts, within the Pit Stop concept. The concept was developed in Skanska Poland to provide the production line with quick and accurate services

from support functions. [See also World-wide #4 2008.] The results are excellent: no losses, healthy profit and – let's not forget – high employee satisfaction.

In 2008 you posted your best results ever. Hasn't Poland been affected by the global economic turmoil?

We had tremendous growth in Poland last

"We started building a winning culture based on strong values such as honesty, openness, frankness, personal commitment and responsibility."

year. GDP grew more than 5 percent, and unemployment rate was down, from 18 to 9 percent. And the forecast for 2009 was good until only recently. When I first addressed our 6,000 colleagues in a letter in October, saying that we would very soon experience economic turmoil for which we have to prepare, eyebrows were raised. This was not on the agenda in Poland at that point. Nonetheless, I decided that I should inform our employees about potential threats. In my opinion, only by being open can you build a trust-based culture.

Will you be able to keep up the good results even in the current market situation?

In recent years, we have built structures and mechanisms for a very efficient organization and we are convinced that we are well prepared for the changes we may face in the market. Competition is harsh, and bid margins are lower. It is crucial to have the right committed and honest people and to be selective about what projects to bid on. We are not only prepared for the recession – by working hard to significantly reduce our costs on every level, both overheads and direct costs – but we are also preparing for expansion. Despite the global crisis and the slowdown in the Polish economy, there will still be opportunities for us.

In what fields or markets do you see these opportunities?

Today, we have strong positions in specific sectors in certain geographical markets. Nevertheless, in most regions we are not strong in both building construction and civil engineering. We only cover building and civil operations in Warsaw, Wrocław, Rzeszów and Poznań. We now want to broaden our regional services to include both sectors in each of these regions. In Łódź, a central hub, for instance, where we were operating in building construction only, we are now developing the roads and bridges arm as well as the hydroengineering and railroad infra-

- structure arm. We also plan to expand into western regions of Poland, into cities such as Szczecin, Gorzów and Zielona Góra. In those regions, we already have offices and local expertise.

How will you keep up the good performance?

We are consistent. We stick to the strategy and are expanding in markets with which we are already familiar. Both culture and structure are things we continue to build on every day. At the same time, we are aware of the huge amount of work in front of us. There are many things to improve, to change. Despite the good results we've had in the past few years, we remember that, both in life and in business, modesty and humility are necessary. As well as commitment and passion. We have lots of that.

We are a population of 40 million in Poland. We have a great need for hospitals, schools and transport infrastructure. Poland has only begun its development. Through to 2012, about EUR 30–40 billion [USD 40–50 billion] will be available from different E.U. funds. The negative side of this is extremely harsh competition. Everyone is here: big and midsize companies from France, Turkey, Germany, Greece, Spain and Sweden, as well as Chinese and Japanese corporations, in addition to local Polish companies. Moreover, competition is intensifying because there will be fewer opportunities, fewer projects to bid on. The crisis will be difficult for sure, but it will end someday, and we have to be prepared when growth returns.

What is your unique selling point?

The public sector is mainly about price, but in the private sector we have an advantage over many competitors because of our strong brand and solid reputation for quality, ethics, health and safety as well as our technical solutions and expertise. What is more, we can offer our clients both general construction and road and bridge construction competence as well as environmental protection and hydroengineering competence. We have our own modern steel construction production plant. Only Skanska provides such complexity of services in the Polish market.

What is your win ratio?

In recent years, we have won about 35–40

Largest contracts

Złote Tarasy Multipurpose complex in central Warsaw completed in phases 2002–2008 and by Retail & Leisure International named Shopping Center of the Year 2007. Construction value EUR 200 million.

A1 highway Phases I and II south of Gdansk total 150 kilometers (93 miles). Construction value for phase I EUR 528 million (Skanska's share 80 percent). The contract for phase II is expected this spring.



"We have a great need for hospitals, schools and transport infrastructure. Poland has only begun its development."

percent of the projects we decided to bid on. That proves that our marketing model is efficient. We treat the tendering phase very seriously. Our first concern is that we have the right people and resources for that particular project. We want to do a great job and to show that we are better than the rest. We also put immense effort into getting to know the client. We have great expectations. Is the client legitimate? Do they really want to build this? Is the funding for the project in place? And can we agree on the contractual terms regarding, for example, ethics, health and safety and financial arrangements?

Regarding public projects, we are very watchful of any political twists or if there are unrealistic expectations, such as a schedule that is too optimistic. We have to be able to say, "No, thank you," even if we have been working two or three months preparing the bid. Now we feel that in coming months the situation will become more difficult.

What segments will hold up best?

In the next few years, infrastructure development such as roads and bridges, railroads, airports, and sewage and water treatment facilities will be predominant in the construction market in Poland. The residential market and the private sector will decline because of the current financial situation. Today, about 65 percent of our sales are to public sector clients.

How many ongoing projects do you have and of what size?

Currently, we have more than 100 ongoing projects. Our core competence includes industrial, commercial and residential buildings and infrastructure projects such as bridges, roads, highways and water treatment plants. Usually contracts are around PLN 10–15 million [USD 3–4.4 million], although we also have larger projects, such as the A1 highway worth PLN 3 billion [USD 880 million]. But we do not exclude projects worth a few million or a few hundred thousand as long as the margins are good.

We are looking for "good contracts," that is, contracts in accordance with Skanska standards, allowing us a reasonable margin and bringing satisfaction and pride to the production teams. We have the expertise for a variety of projects: offices, homes, roads, highways and railroads. We are trying not to limit ourselves.

Our largest civil contract is for the A1 highway, a public-private partnership (PPP), and we strongly believe that PPP is a chance for Poland to increase momentum in highway construction. We will be constructing the second phase of the A1 highway.

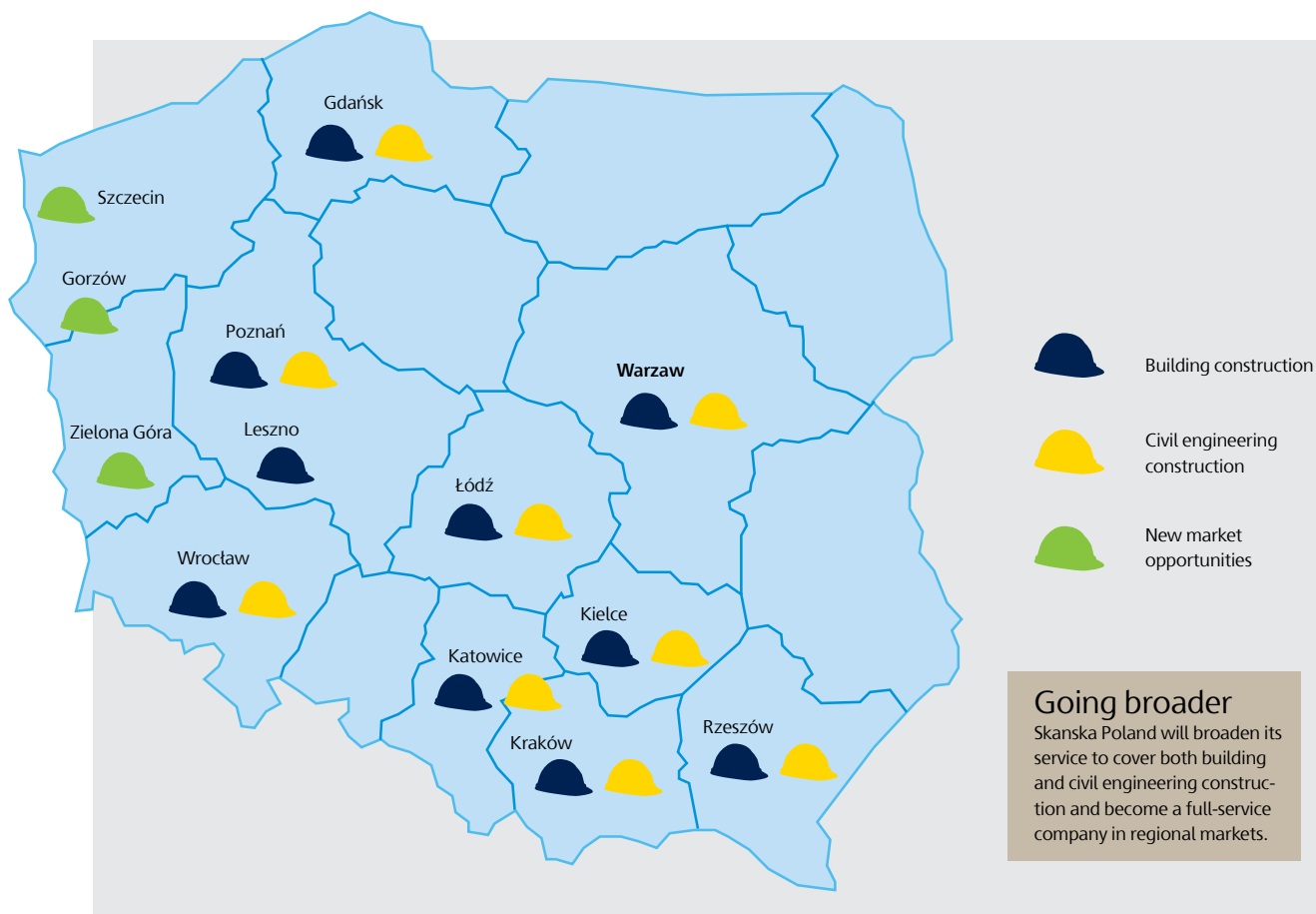
What about green construction?

Right now, interest in green solutions is limited among our clients. But we are preparing our expertise for times of rising demand. The joint projects with Skanska Commercial Development will serve as a green showroom. ►

The 600 m long Miłowka bridge in Kamieszczanka Valley is a good example of Skanska Poland's capacity within transport infrastructure.







► **How can you benefit from Skanska Commercial Development and Skanska Infrastructure Development?**

We all benefit from this. Together we can enhance safety, reduce risks and guarantee that the project will be on time, on budget and with the quality expected. Additionally we benefit from being a part of a strong international company. We have a very strong brand behind us. The financial strength of the Group is a huge advantage. The ability to collaborate and share knowledge and experience is also a great asset. Our employees have the opportunity to apply solutions developed by their colleagues in other business units.

Do you and your clients benefit from EU funding?

Yes, of course. Especially our infrastructure project clients: the municipalities and road and railroad authorities, for example. Often 60 to 75 percent of a project is funded by the European Union.

How many employees have been trained in Skanska University, the program for developing people to become successful and execute projects the Skanska way?

Developing people is something we prioritize. Some 2,300 employees have

been trained in Skanska University. This includes engineers and support-function employees as well as around 240 of our foremen. The goal of the program is to provide our employees with the knowledge and skills needed for the organization and their personal growth. It also

“We all benefit from this. Together we can enhance safety, reduce risks and guarantee that the project will be on time.”

integrates our employees in the Group and creates a common culture and values.

Do you also approach students at technical universities?

Yes, that’s important for the future. We have an internship program that is very popular. Every year, we have far more applicants than we can admit. We are meeting with young people all over Poland, informing them about our company

and values. This also supports our brand and creates a positive impression of what we do. We are the only company in the Polish market that has such a program.

Why is Skanska one of the most attractive employers in Poland?

The employer branding strategy we use is fairly new to Poland. We work constantly to make our brand attractive to potential employees. It is a long-term activity, which can bring a lot of benefits. Employees feel unique and proud to work in a company with a strong brand and values. We measure this in cooperation with the Gallup Organization in an annual Commitment and Satisfaction Survey. Managers and administrators as well as 3,000 skilled workers participate. The latter have an essential impact on the overall results. And our people are truly committed. The response rate in the survey is in excess of 90 percent. We are also very committed to maintaining a strong employer brand internally. This strengthens commitment and provides us with loyal workers. This determines our performance, customer satisfaction and the way Skanska is perceived. ●



Flat Iron Building in Stockholm brings new life to a forgotten corner in the heart of the city.

Fancy furniture design company OFFECCT opened their first Stockholm showroom in the Flat Iron Building.

A room with a view. Collector is one of the tenants with a corner position.



Karin Johansson, Skanska Commercial Development Nordic; **Inga Varg**, Rosenbergs Arkitekter; and **Carina Lind**, Skanska Sweden, have created the Flat Iron Building, the new hot spot in the heart of Stockholm.

Inger Olsson initiated Skanska's work in developing the Flat Iron Building.



Flat Iron hot spot

Stockholm Now, Skanska has its own iron. A new hot spot, a "Flat Iron Building," has been created in the heart of Stockholm.

Text **Alf Lindström** Photo **Holger Staffansson**

The **14,000-sq-m** (150,000-sq-ft) office building was inspired by the original Flat Iron Building in Manhattan, New York, built in 1902. Skanska's Flat Iron is in a prime location created from nothing in a forgotten corner of the city.

"It is exciting to take part in developing a previously forgotten but essential part of downtown Stockholm," says Inger Olsson, who initiated Skanska's development work on the Flat Iron Building. "We are helping to enhance the entire area, because we have developed both hotels and homes here. Inga Varg and the firm Rosenbergs Arkitekter have taken a holistic approach and created a strong architectonic impression as well as functional and flexible premises."

In December 2008, moving vans arrived at the Flat Iron Building at Norra Bantorget square. One of the first companies to move into the climate-smart office building was the global packaging company Tetra Pak. The Swedish anti-discrimination agency (Equality Ombudsman) and Competition Authority soon followed. At street level, the furniture design company OFFECCT

opened its first showroom in the Swedish capital.

Tetra Pak's employees immediately felt at home in their bright, fresh and open office landscape. The architect was inspired by the catchwords "perforation," "verticality" and "reflection."

"Naturally, the stylish architecture is highly significant for us."

"We already feel comfortable here," says **Katharina Samuelsson**, Office Manager with overall responsibility for Tetra Pak's moving project. "The open landscape is already producing positive effects for us all, for example in connections. We are much more aware of what is going on, and contact is much quicker and more spontaneous."

Tetra Pak was attracted by the combination of an ultramodern profile building and a highly attractive location

within walking distance of intercity and regional trains as well as the Arlanda Express shuttle to Arlanda Airport. The new office was furnished with the environment in focus. The Flat Iron Building is filled with climate-smart solutions, eco-labeled fixtures, environmentally certified furniture and a recycling concept.

The Flat Iron Building was timed perfectly for the furniture design company OFFECCT, which opened its first showroom in Stockholm here. Contemporary furniture and interior decorating fixtures and fittings need premises that will showcase them. The large triangular building provides the space required for furniture, and the point houses the open office and conference area.

"Naturally, the stylish architecture is highly significant for us. We work with leading-edge design, and it is important that our products interact with the architecture," says **Annika Björkman**, Manager of the OFFECCT store and showroom. "Of course, the location is also important. This is a site that reflects the future." ●



"When recruited I was well-dressed and my boss thought that I would only want to work in the offices. He was very surprised when I told him that my wish was to work in the field dressed in boots and pants. Now we laugh at that moment together," says **Suanny Gascón**, Project Supervisor in Venezuela.

Mixed oil team

Venezuela Oil may be considered a "macho" business but not so in Venezuela, one of the most important oil-producing countries in the world. Skanska has operated in the country for more than 10 years with a diverse team.

Text **Milagros Reilly** Photo **Eduardo Meneses**

"In our social context, some roles are traditionally supposed to be taken only by men – the 'Latin macho.' This is not the case at my job, though," says **Suanny Gascón**, Project Supervisor. "I genuinely feel that we have the same value and respect as men. At the end of the day, my boots are as dirty as my male colleagues'. This is part of a long path we are walking together, and I am very happy to be part of this interesting process."

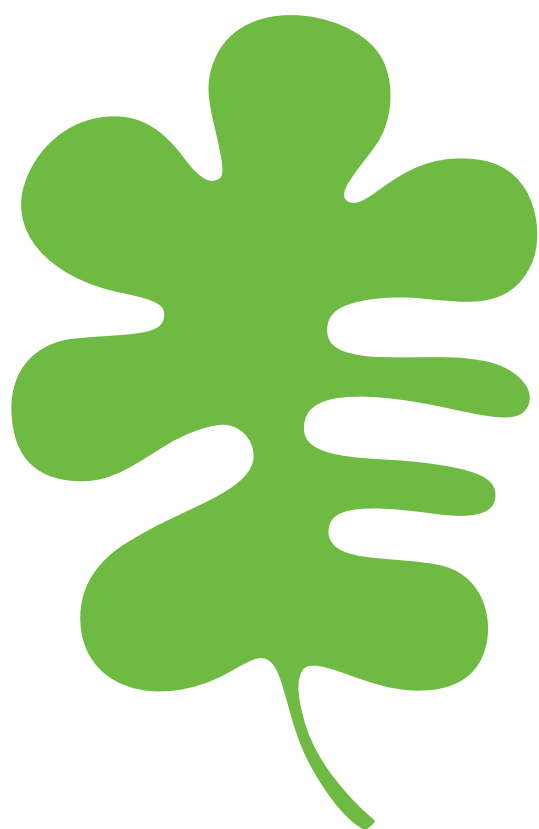
Skanska Latin America provides operation and maintenance services at the Oritupano Acema Mata oilfield for the client Petrobras Energía SA. The contract

includes production, mechanical and electrical maintenance, instrumentation and station control. Twenty women are involved in laying oil, water and gas production lines. Most of them are engineers less than 30 years old.

Commenting on team integration, Gascón says, "The work team is key. We have to develop close communication, and it is crucial to respect each person's role and responsibilities. As an engineer, it is so important to have a fulfilling professional career, and I have that possibility here. I believe that a feminine nature complements the vision for the

entire business, and that helps to provide a better product to the client."

Skanska's business in Venezuela focuses on maintaining, operating, engineering and constructing water and gas plants. Four hundred employees work to provide a range of services, and 100 of them, about 25 percent of the total workforce, are women. "The successful recruiting of women in Venezuela is attributable to Skanska providing the same opportunities to everyone," says Karina Valero, HR Manager at Skanska LA in Venezuela. ●



Skanska Green Initiative

Skanska is determined to be the leading green project developer and contractor. This is the symbol for Skanska's high green ambition.

The Skanska Green Initiative encompasses products, materials, people and processes.

Skanska holds the pole position. The company already has a long green track record, including ISO 14001 certification for the entire

Group since 2000 and a large number of LEED® and EU GreenBuilding projects – often the first in its markets.

In addition, an increasingly high number of personnel are being trained in green construction and project development.

Get to know the Green Initiative, the Green Toolbox, the people and projects on page 18 - 25.



Courtney Lorenz (left) and Dan Haas (far right) took their experience of LEED in the United States to the Nordic countries. Participants in Stockholm's LEED training this winter included Petra Hajna, Andras Schmidt and Ulrika Hammargren.

Stockholm – Oslo Now Skanska is the first construction company in the Nordic region to offer its customers environmental certification according to LEED® (Leadership in Energy and Environmental Design) for construction projects and commercial development projects.

Text **Alf Lindström** Photo **Holger Staffansson** and **Annett Aamodt**

All of Skanska's own commercial development projects will also be certified in accordance with LEED, as will new premises for its own operations.

About 80 Skanska employees have been trained to shepherd the LEED® design and certification process and to advise Skanska clients. Of those trained in the two sessions, some are continuing advanced studies and training to achieve the LEED Accredited Professional designation (LEED AP). Skanska's U.S. operations already include more than 350 LEED AP's.

Three of these are Skanska USA Building's **Dan Haas**, **Courtney Lorenz** and **Jamie Bond**, who have developed a training program for transferring the U.S. experience

and LEED expertise to the Nordic countries.

The two-day training program recently held in Oslo and Stockholm presented a general overview of LEED and covered in detail the points and criteria for achieving LEED certifications and surveyed LEED costs and the certification process. Finally, guidance was provided as to how LEED should be implemented in Skanska's projects. Haas and Lorenz also presented lessons learned from Skanska's experience with LEED in the United States.

"Our 80 Nordic LEED trainees were eager to learn about the requirements and procedures," says Dan Haas, who along with Courtney Lorenz has been a

LEEDing in the Nordics

80 Skanska persons were given a Leed training during two day seminars in Stockholm and Oslo.



LEED AP since 2007. "I'm sure they will be successful in assisting clients and our own people on the green path going forward."

Skanska's LEED pioneers were **Peter Jennings** and **Jim Shankin**, who achieved their LEED AP certification back in 2003.

LEED is one of the world's foremost systems for environmental certification of buildings. At Skanska, LEED classification is based on criteria such as resource utilization, building location, design and indoor climate as well as energy and waste minimization.

Skanska has completed approximately 70 LEED-certified projects in the United States and the first LEED

project in the Czech Republic. The first LEED projects in Finland and Sweden are currently under development.

The LEED System was developed by the U.S. Green Building Council (USGBC), which is dedicated to expanding green building practices and education through its LEED Green Building Rating System™. LEED Green Building classification can be attained at four levels: LEED Platinum, LEED Gold, LEED Silver and LEED Certified. The level depends on the number of points earned. Renovation projects can also be certified. ●

On the green board

Elizabeth Heider is one of Skanska USA Building's LEED APs. She is also a member of the board of the U.S. Green Building Council (USGBC), a nonprofit membership organization with a vision of achieving a sustainable built environment. Its membership includes corporations, builders, universities, government agencies and other nonprofit organizations. USGBC is dedicated to expanding green building practices and education through its LEED Green Building Rating System™.

First to LEED

In 2003, **Peter Jennings** and **Jim Shankin** were the first Skanska employees to pass the test to become a LEED AP.

Peter Jennings has worked on the University of Maryland, Educational Center III at Shady Grove Campus, Rockville, Maryland, project, which received Gold, and the Johnson and Johnson Research & Development Expansion (RC-1), Springhouse, Pennsylvania. He is now involved in pre-construction on a recent award the Ft. Meade Adjudication Activities Co-Location project in Fort George G. Meade, Maryland, which is looking for a LEED NC-Silver rating.

Jim Shankin has been involved with Skanska USA Green Council since 2005 and the Skanska USA Environmental Performance Task Force. His LEED track record includes Detroit School of Arts LEED Certified 2005 – the first LEED certified building in the city of Detroit and the first Skanska LEED project to earn a point for ISO14001. He is also involved in LEED training programs with the Detroit AGC Education Committee and Detroit USGBC.



Seven tips to achieve LEED

- 1 Pick a team that already knows what building green is all about
- 2 Select a space that will "green" easily
- 3 Only move ahead when everything is completely planned out from a sustainability point of view
- 4 Make decisions based not on cost, but on what will create a healthy work environment
- 5 Install intelligent controls
- 6 Monitor consumption
- 7 Manage construction waste

Landmark on new green level

U.S. Moving into the Empire State Building - a small step for Skanska but a big leap for the New York City landmark. Skanska's goal is to achieve LEED® Platinum - the highest level of green certification.

Text **Alf Lindström** Photo **Holger Staffansson**

"When we decided to move to the Empire State Building, we had just 25 weeks to plan, design, procure, build out and move in," says **Tri Tran**, Pre-construction Director, Skanska USA Building. "But the ultimate challenge for new office space is to achieve LEED Platinum status."

The plan to transform the 24,400-sq-ft (2,300-sq-m) space, meet the deadline and achieve the highest LEED performance benchmark was narrowed down to seven necessary actions and decisions.

Several key factors made the

transformation to LEED possible. "Fortunately for us, the building had a window-to-core distance of no more than 28 feet [8.5 meters], to bring light and fresh air deep into the space, and it is clear on all four solar exposures," says Tran.

Original materials, like the terrazzo in the core, could also be restored, and all sealants, paints and adhesives will meet LEED requirements for volatile organic compounds.

Steven Pressler, EVP, Skanska USA Building explains, "Ninety percent of the space will have full

daylight access, and all full-time occupants will have an exterior view."

The office has a pressurized raised floor system that will allow employees to individually control their working environment temperature.

"Skanska has had a lot of support from the Empire State Building management team in our efforts to successfully target a LEED office," Pressler notes. "This is crucial to the end result in pursuing such a project." ●



Bonding with
the Building

I am proud of Skanska's commitment to the environment to create a space such as this. It shows our company commitment to green and sustainable building. I enjoy telling friends and family members about the office we built here and the green features it contains. Everyone I speak with wants to come see it! Not only are we a landmark office for Skanska but we have this landmark building with a deep history in New York to work in," says Jonathan Thompson, LEED® AP, Human Resources, Skanska USA Building.



Tools for green

Skanska is determined to be the leading green project developer and contractor. To help achieve this goal, Skanska has established the Green Toolbox, available through the Knowledge Center on Group Forum.

Text **Alf Lindström**

"In the Green Toolbox, you will find a variety of green solutions that are green products and services already in use somewhere in Skanska," says **Colin Courtney** of the Green Construction team. "The Toolbox includes standard presentations for internal and external purposes. You will also find key messages, green definitions and a link to more than 50 sustainability case studies from Skanska's green projects catalogue. Use it and enjoy!"

Water conservation, heat recovery, energy savings, lifecycle optimization, recycling, energy piles and other innovations are but a few of the items you can find in this green treasure trove. The Green Toolbox is a self-service tool

always at hand. In addition, the Green Construction team (see contact details below) will help with the transfer of knowledge across Skanska and at the same time demonstrate that green does not mean more expensive – often the opposite. **Hanne Rønneberg**, Senior Vice President, Skanska AB, can also serve as your green contact point. Green expertise is only a call away.

The sustainability Case Studies can be found at: <http://skanska-sustainability-case-studies.com>
Green Toolbox, exclusively for Skanska employees, can be found under "Know How": <http://info.knowledgecenter.skanska.com>
More info: hanne.roenneberg@skanska.no
noel.morrin@skanska.se



Growing on low carb

Text **Alf Lindström** Photo **Holger Staffansson**

Creating growth solutions for the low-carbon economy was the theme of the Global Inter-Company Exchange meeting in San Francisco, California, arranged by the Global Leadership & Technology Exchange. **Hanne Rønneberg**, Senior Vice President, Skanska, was one of the invited speakers and the only one from the construction industry. Providing a New Generation of Commercial Buildings was the topic of Rønneberg's speech. The meeting was initiated by amongst others **Stephen Chu**, now the U.S. Secretary of Energy. President **Barack Obama** was quoted for the motto of the conference: "Creating a new energy economy isn't just a challenge to meet – it is an opportunity to seize."

"Introducing LEED in the Nordics as we have already done in the United States" was praised by all. The scientific world acknowledged that this is the right platform to start from. And for some in the business world, we were an eye-opener. Not all are aware that the buildings in a lifecycle perspective account for such a large portion of the energy and emissions," comments Rønneberg, who in addition to her speech participated in several working sessions.

The meeting gathered global business leaders as well as experts in environmental research and development, including representatives from the University of California, Berkeley, StatoilHydro of Norway, SKF from Sweden, Deutsche Bank of Germany, Tata from India and also governmental officials, for instance Norway's Secretary General, Ministry of the Environment.



Eco-fueling on the rise

Text **Alf Lindström** Illustration **Staffan Millqvist**

In Sweden, sales of ethanol (E85) are generally declining, despite a growing number of E85-driven vehicles in the country.

In contrast, Skanska's annual follow-up of fuel consumption in the company's E85- and gas-driven environmental vehicles in Sweden shows the opposite trend. The proportion of eco-fuels used in these vehicles has risen continuously since 2006. In 2006, 60 percent of the fuel in these vehicles was either E85 or liquefied petroleum gas (LPG), and in

2007 the portion rose to 77 percent. The figures for 2008 show that a full 83 percent of the fuel was eco-fuel. Many drivers of company cars succeeded in using 100 percent eco-fuels. A relatively small portion used mostly gasoline. Access to eco-fuels in certain parts of the country and the cold climate may play a role. The few that completely abstained from using eco-fuels may now expect a call from the company requesting an explanation.

Lintulahti,
green building
in Helsinki.



Havneholmen Tower,
Copenhagen.



The color of Europe

Text **Alf Lindström** Photo **Holger Staffansson**

Skanska was awarded the CEE Real Estate Green Initiative Award 2008 for “mobilizing and encouraging energy-efficient and eco-sustainable building design as a standard practice in central and eastern European real estate.” The jury takes into consideration the achievements of individuals, the best projects and good practice cases during the year across 10 countries, including the Czech Republic, Hungary and Poland. Candidates are nominated by industry professionals, and a rigorous nominations and judging procedure ensures maximum objectivity and transparency.

“We are very proud to win the Green Initiative Award, as environmental issues are always a top priority in all our activities. Skanska has been focusing on energy efficiency of buildings and optimization of energy costs for many years,” said **Nicklas Lindberg**, Managing Director of Skanska Property Poland, at the awards ceremony held at the Warsaw Hilton Hotel.

Nicklas Lindberg, second from left, receives the award.



ÅF, Solna.

The green partner

Text **Alf Lindström** Photo **Skanska**

Skanska’s office development projects are turning green – on the double. The buildings will be certified according to EU GreenBuilding and LEED®. In Sweden, buildings can even earn a third certificate by complying with the new Swedish “Miljöklassad byggnad” system, developed in cooperation between the Swedish government and the real estate and construction industries.

Skanska is incorporating the LEED® international environmental certification system in its Nordic and European project development operations as well as in construction in the Nordics.

Skanska CDN has also applied to become an EU GreenBuilding Corporate Partner. To do so, at least 75 percent of all new developed properties must fulfill the requirements. This means each building’s energy consumption must be at least 25 percent less than the national standard for new buildings.

Skanska became the first company to achieve the EU GreenBuilding qualifica-

tion in the Czech Republic and Poland. In Europe, Skanska has three EU GreenBuildings: in Ostrava, Czech Republic; in Wrocław, Poland; and in Budapest, Hungary.

In the Nordic region, certification is currently pending on projects in Solna, Sundbyberg, Gothenburg, and Malmö, Sweden, and on the Lintulahti building in Helsinki, Finland. Moreover, Havneholmen Tower in Copenhagen, Denmark, is also seeking green certification. The Lintulahti project has already acquired the LEED Gold pre-certificate, a first in Finland.

In 2008, Skanska marked its breakthrough with the EU GreenBuilding label. Skanska’s Hagaportens III office, developed for the ÅF consulting group in Solna, outside Stockholm, was the first building in Sweden to be awarded the EU GreenBuilding certification under the most recent – and tougher – regulations of Swedish legislation.

Big returns on reduced waste

UK And the 2009 UK Sustainable Procurement Award goes to ...(envelope opened) ... Skanska for the The Barts and The London Hospital projects.

Text and photo **Skanska UK**



Awards

- 2009** Sustainable Procurement Award in the UK Sustainable City Awards
- 2008** Corporate Social Responsibility Award in the UK Quality in Construction Awards
- 2007** City of London Considerate Contractor Award



When you are constructing Skanska UK's and Skanska Infrastructure Development's largest PFI/PPP project, the GBP 1 billion Barts and The London Hospital, careful consideration for the environment is key. **James Macmillan**, Environmental Manager for the project, outlines the journey the project has travelled in caring for the environment throughout the construction process.

Traditionally, external impacts, such as noise, dust and pollution, are the key areas of interest. Today, these are now viewed as the norm, with the focus turning to decisions during the design, procurement, construction and building operational phases. Reducing impact regarding the use of raw materials, packaging and material waste was the next big challenge.

"If you can prevent packaging arriving on site, you cut waste, cost and time," says James Macmillan.

This was addressed in close dialogue with suppliers and trade contractors.

Manufacturing and retail sectors have long been using Returnable Transit Packaging

(RTP) – essentially robust plastic crates that can be returned to suppliers to be re-filled and used repeatedly.

Through conversations with leading retail companies and LINPAC – the market leader in RTP – the Barts and London team have adopted the concept and driven it through the supply chain early in the procurement process, not as an afterthought.

"Take-up has been excellent, with everything from cladding panels, to pipe-work and light fittings being delivered in reusable packaging. It is a glimpse of construction's future."

Once you have reduced packaging, the next step is to reduce construction waste.

"We have set waste targets for all of our

supply chain using our 3D Design model to provide accurate material volumes. We then challenge our supply chain to reduce waste. This is all part of the bidding and selection process," continues James Macmillan.

This is particularly important for high-waste packages, for example plasterboard where waste volumes can be as high as 30 percent. By cutting plasterboard to size, minimizing off-cuts and handling and storing the materials carefully, plasterboard waste is currently running at less than 10 percent.

"If you can prevent packaging arriving on site, you cut waste, cost and time."

Financial incentives and disincentives linked to the targets complete the process for challenging trade contractors to look at waste as part of the construction operation, not as an afterthought.

Onsite segregation

"The on-site separation of waste into eight different streams has well-documented financial benefits. In less than a year we have reduced disposal costs by more than GBP 21,000 ((USD 30,896,)). Careful waste segregation, trade contractor ownership and training help increase waste segregation and reduce our costs."

Just in time

"In addition, we have used a Construction Consolidation Centre. Our trade contractors deliver materials to the Centre where they are 'consolidated' before being delivered to the site on an 'as required' basis," says James Macmillan.

The concept borrows directly from the manufacturing and retail sectors, which have long profited from the same strategy. Tangible benefits include:

Just In Time (JIT) deliveries: this prevents the site from becoming overloaded with materials, improving housekeeping, production, waste minimization, health and safety. The project has gone 2.5 years without a reportable accident.

A reduction in waste of at least 15 percent.

A 68 percent reduction in the number of construction vehicles delivering to the site and a reduction in associated CO2 emissions of about 75 percent.

1.5 miles of prefab

Numerous items have been prefabricated offsite, including external cladding, cabling, plant, switchboards and pipe modules (as detailed). These units contain up to nine different services, with all plasterboard trunking, fire stopping, pipework insulation and all cable trays completed in the factory.

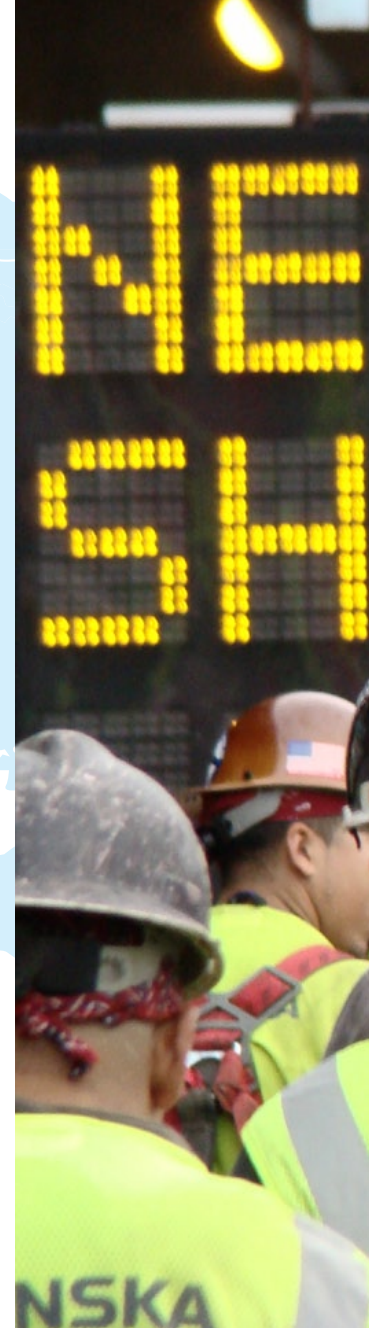
This reduces material waste on site, including packaging and keeps work areas clean. With 1.5 miles of these units installed, the savings are significant.

At our Barts site even all the external hoarding is made from panels derived from clinical waste.

All these environmental initiatives are based on financial decisions. Reducing the impact on the environment can also reduce costs and help the company win in bidding for new work.

It pays off – the project has cashed in, financially and environmentally, and gained recognition for environmental achievement by external organizations within and outside the construction sectors. ●

Stockholm, Oslo, London, New York. The Global Safety Stand Down involves all Skanska's worksites and offices. A deceased colleague is honored with a minute of silence and learning discussion.



Respect and safety

Worldwide Paying tribute to victims. Raising awareness. And learning from experience. The Global Safety Stand Down has a manifold purpose. It involves all Skanska employees, all worksites and offices around the world learning about the circumstances in which colleagues have died and the lessons they can learn and apply in their own work.

Text **Alf Lindström** Photo **Eric Dovak**

Safe workplaces and zero accidents have been a goal for Skanska for many years. Guidelines, training, protective equipment and safety expert resources have been added to improve Skanska's safety performance.

Despite this, 12 workplace fatalities occurred at Skanska work sites in 2008. Seven were subcontractors. Eight involved falls from height.

Now, a new step has been taken. The Global Safety Stand Down (GSSD) procedure will be mandatory after all work-related fatal accidents. When the accident has been investigated, a report will be circulated with a letter from Skanska's President and CEO **Johan Karlström**. Within 10 days, all employees will pay their respects to the accident victim and learn about how the accident

occurred and how it can be avoided.

"We do this to pay our respects and extend our sympathy to the family and improve our safety performance. Although local, most accidents can provide lessons for all markets. Accidents are similar around the globe. These briefings are a great opportunity to transfer learning across Skanska and are key to delivering on our Zero Accident goal," says Johan Karlström.

"Openness and transparency are essential. We have developed our statistics in recent years to be able to record, compare and improve our safety performance. Now we take a big stride forward as we also present the names and facts surrounding our deceased colleagues," says **Noel Morrin**, Senior Vice President Sustainability & Green Construction,

who has outlined the GSSD procedure with safety experts **Hendrik Van Brenk** and **Neil Moore**.

"By including personal data, we raise the learning curve. We are all much more responsive to learn from such a tragedy when we see the person involved and their family circumstances," Morrin emphasizes.

"This initiative was very well received. I think this is the best response I have experienced in my 14 years in Skanska regarding safety. Please thank the guys that developed this initiative," says **Stig Eriksen**, project manager at Fornebu Hageby residential project in Oslo, Norway.

Bengt Ekström, head of the Unions' Safety Representatives at Skanska, welcomes this new routine: "All fatalities will



be acknowledged around the world and we can discuss the accident and learn from it.”

A survey conducted on the internal U.S. news HUB resulted in a great number of positive responses to the procedure. The following are just a few of them:

“We all need to be more responsible for ourselves and others. Take time and think before doing.”

“The company is striving to let everyone know the importance of safety.”

“Global Safety Stand Down creates communication and pulls the team together. Also, it is a learning lesson to all of us at Skanska, our subcontractors, vendors and clients.”

“This is a reaffirmation that we have a culture at Skanska that actually cares for the well being of ALL.”

“I learned how important it is to keep our subcontractors to the same safety standards that Skanska demands.”

An estimated 40 percent of all workplace fatalities take place in the construction sector. Accident reduction is a key priority for the company targeting Zero Accidents. Improved training and safety awareness are focus areas for its workforce, employees and subcontractors. Progress in safety continued in 2008, with an overall reduction in employee Lost Time Accidents of 24 percent compared with 2005, when statistics began to be collected in their current format.

“This is still unacceptable. It underscores the importance of improving our safety performance and also involving our subcontractors,” says Morrin. ●

Helena Parker



Filming for safety

Text Annika Svensson

There will be light in the Hallandsåsen tunnel project in southern Sweden. Skanska and its partner Vinci are conducting a safety program entitled “(A)live on site,” involving movie-making with the aim of increasing awareness of risk behavior at the worksite. The film crew at the site are capturing both safe and unsafe action during the normal working day. This footage is then edited into a film to highlight risky behavior and safe procedures. The intention is not to point fingers at anyone but to dramatically increase safety awareness. For the next two weeks, the Skanska-Vinci cast of the movie will attend safety seminars using the film as a catalyst for discussion.

In many cases, it is the human factor that makes employees overly confident and blind to risk. The film can reveal attitudes such as “It won’t happen to me” and capture people taking hazardous shortcuts. The “(A)live on site” film can help prevent those small errors that can have catastrophic consequences.

Helena Parker, QHES Manager Skanska-Vinci, praises the initiative. “It provides us a fertile base from which to work. Safety is high on the agenda for Skanska and Vinci. Our experience is that discussions are lively and objective, because employees respond to seeing themselves in starring roles during their own workday. And the effect lasts longer.”



Three generations
of Agne Sandberg
in 1965.

Reaping the fruits of history

Worldwide Thanks to funding from the **Agne Sandberg** Foundation, 13 employees from the United Kingdom, Poland and Sweden will benefit from Skanska's wide-ranging history. The recipients will receive a substantial sum of money for studies to enhance their professional skills in their field.

Text **Alf Lindström** Photo **Skanska**

The funds come from a foundation named after a former president of Skanska. Agne Sandberg joined Skanska in 1916 and became company president in 1932. When he retired in 1953, a foundation was set up. Since that time, most of the fund income each year is granted to Skanska employees who want to develop professionally in a specific field.

This year's scholars are: **Karina Holmegaard, Maria Göransson and Jörgen Falk** from Skanska Sweden; **Agnieszka Domagala, Ryszard Rudyk, Julia Marendziak, Robert Gembusia and Pawel Antkowski** from Skanska Poland; and **Chris Fitzgerald, Jason Barton, Mark Anthony Hurn, Asgar Chouglay and Kim Kelly** from Skanska UK.

"With this scholarship, I will finish my post-graduate studies in the field of management and organization in civil engineering at Warsaw Technical University. I look forward to applying this knowledge in the execution of coming projects," says Robert Gembusia, Skanska Poland.

"The scholarship was a nice surprise for me. My scholarship will be devoted to my further professional education and expanding my building knowledge. This will help me fully achieve my professional and personal objectives," says Pawel Antkowski, Skanska Poland.

The scholarships were awarded at local ceremonies. The Foundation is chaired by **Kyösti Tuutti**, Director Research & Development, Skanska AB, and admin-

istered by Sandberg's grandson, Agne Sandberg, a third-generation Skanska employee. Agne is General Counsel at Skanska Infrastructure Development in Solna, Sweden.

"It is great to be able to connect ambitious colleagues with Skanska's history. This helps create a 'One Skanska' culture with common values," said Agne Sandberg when presenting the scholarships.

"Many Skanska employees put a lot of effort into developing themselves," Kyösti Tuutti added. "For example, about 10 colleagues are now working on a thesis for a doctor's degree while working daily at their Skanska jobs. It is great to be able to reward such efforts." ●



UK scholars



Chris Fitzgerald



Robert Gembusia



Pawel Antkowski



Mark Anthony Hurn



Kim Kelly

The statutes state: "The funds collected among the company's executives in conjunction with the retirement of Agne Sandberg as President of Skanska Cementgjuteriet AB in 1953 and presented to the Board of the company shall form a fund, designated the Agne Sandberg Foundation, in accordance with these statutes. No person can apply for a scholarship. Scholarships are only awarded upon the recommendation of a Skanska manager."

Information about the Agne Sandberg Foundation can be found on Skanska Forum/Staff and Support/ Human Resources. Scholarships are distributed every other year. The next time will be December 2010. You are welcome to submit proposals in October and November 2010.



Agnieszka Domagala



Jason Barton

Worldwide If you are passionate about challenges, you are invited to apply for the second round of the Skanska Unlimited program.

Text **Alf Lindström** Illustration **Kampai**



Unlimited opportunities

This opportunity is open to employees from all the Skanska Business Units and offers participants a work experience of 3–6 months in another part of the world.

If you have been at Skanska for at least two years, have a creative mentality and a desire to acquire global experience, you can apply to Skanska Unlimited 2010. The main purpose of Skanska Unlimited is to promote personal and professional development through international and cross-business-unit exchange. The program aims to stimulate best-practice

and knowledge sharing between employees across the company.

This year the application process for all Business Units starts in May and ends in August. Skanska AB is in charge of the whole process in collaboration with the Human Resources Team from the respective Business Units. The new assignments will begin in January 2010.

The second edition of the Skanska Unlimited Program will give great challenges to 25 participants. New to this year is that participants will apply to a profile

rather than to a program. This is to ensure that the best possible match between participant and assignment is achieved.

The details about the program are available at <http://info.collaboration.skanska.com/Unlimited>. Application to the program will be open on this site between 1st May and 31st May. Please contact the Unlimited Coordinator in your Business Unit if you have any questions regarding the program. ●

Watch this dog



Global Only mad dogs go out onsite without proper safety equipment. At Skanska's massive United Nations rehabilitation project, even the security dogs wear reflective vests.

All security personnel on the Skanska site are required to wear full PPE (hard hat, reflective vest and goggles). The team approached the head of the canine unit and financed fitting the dogs accompanying security personnel with reflective vests to make them more visible. The UN was extremely pleased with our team for being proactive and looking out for everyone including the dogs.



Docking Malmö

Sweden Skanska has concluded an agreement with the City of Malmö to construct a major port facility in the North Harbor in Malmö for the Copenhagen Malmö Port AB port company.

The project comprises two new terminals and will radically change the port's appearance. The construction work begins in spring 2009, and the new port facility is scheduled to start operations during the first half of 2011. Skanska, which is the design-build contractor, expects to employ slightly more than 100 persons on average in the building project.

"We are pleased that we were awarded the project to develop Malmö Port and thereby be part of forming the cityscape in Malmö for the future. Skanska has extensive experience in port expansions and we have been involved in a number of port construction projects in southern Sweden. It is also positive that this assignment contributes to securing job opportunities during such a difficult period," says **Kenneth Nilsson**, Vice President, Skanska Sweden.



Then it was 1922

Wall Street may be shaking but the building at 11 Wall Street is still standing solid. The photo shows the foundation work for expansion of the original New York Stock Exchange, involving a 23-story office building and an addition to the trading floor. The

building was opened in 1922. The foundations were pneumatic caissons installed by Underpinning & Foundation Company, Inc. Established in 1897, the company is now part of Skanska USA Civil.

Sweden, Deep freeze. Water-filled rock formations deep-frozen. Skanska is building two rail tunnels in southern Sweden through the Hallandsås ridge with French partner Vinci. The Hallandsås ridge consists of varying rock formations, some of very poor quality and saturated with water. The worst section contains poor quality rock that resembles a mass of clay mud. To stabilize the area ahead of the tunnel-driving machine Åsa, Skanska-Vinci is freezing the rock formation. The tunnel driver is now approaching this section, and the freezing process is in full swing. Freezing is carried out through circulation of a saline solution that maintains a temperature of minus 40°C in tubes along the freeze zone, similar to freezing the ice for a hockey rink. Passage through the frozen zone is expected in the autumn and will be an important milestone for the Hallandsås Project. The first tunnel is planned for completion in 2010.

Text Annika Svensson
Photo Holger Staffansson

