Explore the opportunities in development and construction

Worldwide #1-08

New man at the helm page 7

Going green page 11
City builder page 16

Meet four new hires page 24

Explore the opportunities in development and construction

New man at the helm page 7

Going green page 11
City builder page 16

Meet four new hires page 24
Now ...

The doors are open for occupancy at Havneholmen Atrium – the first office project ready for occupancy on Havneholmen in central Copenhagen. Atrium comprises approximately 13,000 square meters and tenants include Svenska Handelsbanken’s Denmark office. The Havneholmen Atrium property has been sold to the Swedish property company Norrporten.

Skanska holds an additional 40,000 square meters of building rights on Havneholmen. During 2007, Skanska surpassed its all-time-high for leasing – contracts were signed covering more than 300,000 square meters. Moreover, 23 new commercial projects were started by Skanska Commercial Development units.
8 The hand-over
Johan Karlström succeeds Stuart Graham as Skanska’s President and CEO.

11 Going green
The built-up environment is part of the problem - and Skanska is part of the solution. The Green Construction initiative is aimed at designing and delivering green facilities for living, working and traveling.

21 Honored by Moles
Sal Mancini honored for outstanding achievement in construction.

23 Recruiting is crucial
Recruiting is the greatest challenge in the years ahead.

11 Energy saving
Save energy with the new Skanska energy saving tip book.

12 A green new world
It takes two to make the world greener - Hanne Ronneberg and Noel Morrin are in charge of Skanska's green efforts.

24 New hires
Meet four new hires who are among those who will shape Skanska’s future.

28 Skanska Unlimited
Skanska Unlimited gives Skanska employees the opportunity to work and gain experience abroad.
You should all be proud – but not satisfied!

We had a very good year in 2007 achieving outperform results in all business streams except residential development where we were just about half of 1 percent short of our 10 percent operating income target. In construction we surpassed the 3.3 percent target – after 3 years of steady progress. And we did it while maintaining our industry leading capital efficiency. Commercial development not only achieved its return on capital target (ROCE) but also set a record with more than 300,000 square meters of new leases and started 23 new projects. Our infrastructure portfolio increased by nearly SEK 3 billion in value. And on a Group level we surpassed the return on equity target of 18 percent by achieving 21 percent.

Progress on the Four Zeros was also good with zero ethical breaches and zero environmental incidents; but we failed to improve on zero accidents. Lost time accidents were 5.9 per million man hours vs. 5.8 a year ago. Our performance is uneven throughout the organization but if all business units can match the leaders we will be best in the industry.

Last year’s accomplishments were just that – last year. You should all be proud but not satisfied. We now have new targets for the next three years; Outperform II. The financial targets are even higher and there are now Five Zeros to pursue.

To succeed in the next three years we will have to be even better; more innovative and more efficient. That means succeeding with Green Construction, achieving real productivity improvements in construction, taking advantage of consolidated procurement, reducing the cost of residential construction and controlling overhead costs. And we have to continue to improve our risk management techniques. These are not just nice ideas – they are absolute must-dos that require action now!

A lot to do in what will likely be more difficult economic times. But I am confident we will succeed. This is Skanska. This is the company with unparalleled know-how and capacity; the company full of passion for the business and a desire to win. We have worked very hard to develop our managers over the past several years – it will show when the markets gets more challenging. As I have always said – it’s not the market – it’s us.

You now have a new leader, Johan Karlström. A true Skanska person. Johan has terrific experience, a great track record and a burning desire to make Skanska a winner. He will be a great boss. I wish Johan and all of you the best. It has been a privilege working together with you.

Stuart Graham.
In Sweden Skanska swaps to Green electricity, i.e. from renewable sources. For a minimal extra cost the company hereby contributes to a greener world by reducing 17,000 tonnes of carbon dioxide emissions.

Swedish business journalists rank Skanska first. In the survey 70 journalists ranked 21 of Sweden’s largest corporations regarding their relations to media. Skanska placed first, ahead of companies such as Ericsson, Volvo, ABB and Electrolux.

Also, Skanska’s Group Press Officer, Peter Gimbe, was voted the best press/communications manager in Sweden. The journalists particularly value that Skanska is highly available and very open to journalists.

Each year, through the non-profit organization Common Cents, New York City school children collect millions of pennies to donate to charity. In 2007 Skanska donated two trailers to carry over USD 90,000 in pennies. The coins were dumped at Penny Harvest Field, which was located just north of the famous Rockefeller Plaza Christmas Tree.

The Swedish Competition Authority (Konkurrensverket) och Hexagon who will be the first tenants in Stockholm’s own Flat Iron Building, developed and built by you know who in Stockholm.

The first UK BoKLok (LiveSmart@Home) show room has opened in Gateshead near Newcastle, UK.

The new “Green Car” policy, which came into force in January 2008 is aimed at reducing emissions from vehicles is vital in Skanska’s environmental strategy for 2008–2010.

Two Skanska women, Cecilia Fasth and Regina Kevius, are included on the list of Sweden’s 30 leading female executives under 35 prepared by the Shortcut and Ledarna network!

Skanska was again chosen the most attractive employer for engineers in Poland in the category “Company for an engineer.” The first three most attractive employers in 2007 are Skanska, Siemens and Toyota.

For the second year, Skanska was granted several awards in the Going Safely in the 21st Century. This occupational safety competition is held annually in southern Finland.

Poland

A demanding project in northern Poland was finished in only 7 months despite facing challenges such as high underground water on a limited construction site. The project was awarded to Skanska Poland for the construction of LIDL’s new Distribution Centre and involved exchanging 67 thousand cubical meters of subsoil and creating a 68 thousand cubical meters sand embankment. Due to the limited lay-down area, self-propelled cranes installed prefabricated pre-tensioned concrete ceiling girders directly from vehicles. “The commitment and diligence of all involved contributed greatly to a speedy and accident-free realization. It was a great success!” says Andrzej Porebski, Lidl Poland Plt Member of the Board.

Stockholm, Sweden

Astronaut and professor installed. Ulf Håkansson, (to the right) Skanska Project Support, was recently installed as adjunct professor in Tunneling at the division of Soil and Rock Mechanics at the Royal Institute of Technology in Stockholm. The first Swedish astronaut Christer Fuglesang was installed as affiliated professor on the same occasion.

On-Site Insight: Mandatory Fall protection, when working at height...
A neat return on investment

Brazil. Skanska has signed an agreement for the sale of its 50-percent equity interest in the Ponte de Pedra hydroelectric power plant in Brazil with a capital gain of USD 87M. The purchaser is the French Belgian energy company Suez-Tractebel, which is also acquiring Impregilo’s 50-percent interest. “This project manifests the strengths of our integrated offering, from the initial development all through construction, investment and asset management in creating excellent value growth. This has also been enhanced by the strong Brazilian market and the demand for renewable energy,” says Thomas Alm, Executive Vice president, Skanska AB, and acting President of Skanska Infrastructure Development.

Correctional facility deal locked

Staffordshire, England. The Dovegate training prison in Staffordshire, England, will receive a new 260-cell housing block and a two-storey activities building. Skanska was responsible for the design and construction of the existing 800-place prison, originally completed in 2001. The new building is scheduled for completion in early 2010.

A prescription for success

New Jersey, USA. Skanska USA Building has been chosen as construction manager for the expansion of a pharmaceutical facility in New Jersey. The company has given Skanska five projects over the past three years that included office and laboratory renovations, a new parking deck, cafeteria and fitness center as well as a new clinical manufacturing structure. The new project involves construction of a three-story, 9,300-sqm building and renovation of an existing 11,600-sqm building that will coordinate global supply operations and expand the current facility.

A Czech bullet

Czech Republic. High-speed trains of the future will be able to use a 40-kilometer stretch of railway near the German border in the western Czech Republic thanks to the rebuilding job Skanska and its local partners are doing. The project also includes renovation of seven train stations along the stretch. Work began in January and should be completed in December 2010.

Exclusive tenant chooses prime Prague location

Prague, Czech Republic. As one of the most dynamic players on Central Europe’s liquid mineral fuel market, W.A.G. has chosen to relocate its headquarters to Skanska’s newest office building in Prague, the Vysehrad Victoria Building. The prime location of the Victoria building offers 4,756 square meter of high-quality and flexible office space.

Grunwaldzki Center

Wroclaw, Poland. Skanska is now developing and constructing the second phase of Grunwaldzki Center, an office project in the center of Wroclaw in southern Poland. “Interest has been very high. We’ve already achieved a leasing level exceeding 50 percent,” says Lars Vardheim, Business Unit President of Skanska Commercial Development Europe.

Tough targets achieved

Three of the four business streams in Skanska are true outperformers. Construction, Commercial Development and Infrastructure Development all reached their targets for 2007. And the fourth, Residential Development, was on the edge of success.

A few years ago Skanska’s Board established financial targets for 2005-2007. Dubbed “Outperform” targets, they meant that the company not only would have to perform well – it would need to take its profitability to a new level to be able to achieve them.

Many doubted that Skanska would succeed – the financial market was particularly skeptical about the company’s ability to go from 1.5 percent in operating margin in construction to 3.3 percent.

The Year-End Report for 2007 revealed that this target was surpassed, with Construction posting a margin of 3.4 percent. Commercial Development also reached its targets, and even noted a year of record-breaking leasing activities – 300,000 square meters leased to tenants in the Nordic region and Central Europe.

In addition to achieving its targets, Infrastructure Development reported growth in unrealized development gains in its portfolio of PPP projects of SEK 2.8 billion. With a 9.4-percent operating margin, the Residential Development business stream was on the edge of achieving its “Outperform” target of 10 percent.

For the three-year period 2008-2010, the Board has set new “Outperform” targets, with the aim of stimulating Skanska to take a further leap in profitability. You can read more about the new targets in Worldwide No. 3 2007, and more about the Skanska Year-End Report 2007 at www.skanska.com.

Operating margin in Construction Rolling 12 months (Percent)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>0.0</td>
</tr>
<tr>
<td>2004</td>
<td>1.0</td>
</tr>
<tr>
<td>2005</td>
<td>2.0</td>
</tr>
<tr>
<td>2006</td>
<td>3.0</td>
</tr>
<tr>
<td>2007</td>
<td>3.3</td>
</tr>
</tbody>
</table>

The 3.3 percent Outperform target in Construction was surpassed.
Johan Karlström is a relatively well-known name for those who have tracked Skanska over the years. He has been a member of the Senior Executive Team since 2001 and, consequently, has played a major role in the work that resulted in sharply improved profitability for the Group. This means that he has been part of developing the business plan and the new financial goals set by the Board of Directors for the period 2008-2010.

“Our goals and strategies are set. I have been involved in developing them. I support them and am looking forward to leading the work to realize them,” says Johan Karlström.

No revolution then, but he emphasizes

Stockholm, Sweden  Skanska AB’s Board of Directors has appointed Johan Karlström as the new President and Chief Executive Officer of Skanska. He will succeed Stuart Graham, who has previously announced his intention to step down from his position during 2008. Stuart Graham will continue in the role as Chairman of Skanska’s construction business units in the United States, Skanska USA Building and Skanska USA Civil.
I have a clear vision – that Skanska shall be perceived as the leading company in the world within green building.

Customers who want to order environmentally friendly buildings and infrastructure shall feel that the natural choice is Skanska.

that, naturally, he will put his own mark on the company. The future will tell exactly how, he means.

Johan Karlström joined the company in 1983, while he was still an engineering student at the Royal Institute of Technology (KTH) in Stockholm. However, it was already a bit earlier, when he worked as a carpenter for a few years that he became interested in the construction industry.

“Since then, I am genuinely passionate about the industry. I am always fascinated about how we are part of creating something – residential areas, hospitals, roads and bridges. Moreover, I am very action oriented. I like making deals and, particularly, I enjoy working with people. So, the construction industry fits well.”

He also has a clear picture of why he likes working at Skanska.

“The most important factor is all the skilled people in the company, all over the world. They make Skanska a fantastic and dynamic company. This is decisive, since this is a ‘people’s business’. In the construction industry, it is people who determine whether the company becomes successful.”

He left the company in the mid-1990s to become president of the exchange-listed Swedish installation and services company BPA, later named Bravida. Five years later he was asked to return to Skanska and this he has never regretted. Among other aspects, he is grateful for having Stuart Graham, CEO until April 3, 2008, as boss for a number of years. He has learned a lot from Stu and is looking forward to maintaining close contact when Stu now moves back to the US and becomes Chairman of Skanska’s American construction operations.

An interest that they share is management development and leadership issues. With 60,000 employees worldwide and a need to employ 12,000 persons through 2010, this is a prioritized area for Skanska. Johan Karlström has also worked with promoting diversity as a key element in this.

“Developing leaders is the greatest issue for Skanska, and it is also one of my pet projects. I believe strongly in teamwork and that we must have individuals that complement one another, then the results improve. It is also important that we have role models, skilled leaders, within Skanska.”

He describes his own leadership style as “open, honest and transparent.” He likes straight talk. He also means that you have to see the individual. There are also people to consider. And then there has to be action – something has to happen. That’s what the business thrives on.

Knowing where the company is going and having visions are also important. He sees himself more as a visionary than interested in environmental and climate issue.

“In this respect, I have a clear vision – that Skanska shall be perceived as the leading company in the world within green building. Customers who want to order environmentally friendly buildings and infrastructure, shall feel that the natural choice is Skanska.”
“We have a distinct responsibility in these issues. Skanska has been involved in environmental efforts for some time, but we are now seeing an increased demand from customers. It involves doing what is right as well as taking responsibility and to benefit from the new business opportunities.”

In the environmental and climate debate, Johan Karlström has been influenced by his years in the US. He has been responsible since 2004 for Skanska’s construction operations in the U.S. – Skanska USA Building and Skanska USA Civil – with his base in New York.

“The years in the US were fantastic. It was fun and eventful. Moreover, I think it was interesting and beneficial to view Sweden from the outside.”

Johan describes himself as an outdoorsman, who loves to be in the mountains and at the sea. But he soon adapted to New York City life and used his weekends to bike around in the big city to see and learn more.

Curiosity about seeing the new country and understanding Americans and their society also provided the incentive to take on a big challenge – to visit all the 50 states in the US.

“It began with curiosity, but then became a bit of a competition. I made the goal in autumn 2007. The fact is that I have not met anyone else within Skanska in the US that has done the same thing.”

During his years in Skanska he has held a number of positions – including site manager, estimator, project engineer, project leader and regional manager for Skanska Norrland. He was also project leader for 3T in the 1990s, an initiative to increase productivity in construction. During his time as manager of building operations in the Nordic region at the beginning of the 2000s, the prior poor performance was reversed to profitability. Combined with the rapidly improved margins in the US in recent years, this has resulted in some outsiders labeling him as the “clean-up artist,” with which he does not really agree.

“I don’t see it that way. What has also interested me is change, to develop and drive Skanska forward. I want to take the company to the next level. It involves so much more than profitability.”

“I am driven by challenges and becoming the CEO of Skanska is the biggest challenge for me. Getting this opportunity to be part of developing and influencing in a company in which I truly believe will be very exciting.”

I want to take the company to the next level. It involves so much more than profitability.
When Skanska USA Building Business Development Director Cheryl Marraffino heard a TV news report that another contractor abandoned the construction of a new therapy pool at the school, she contacted Skanska Area General Manager Mike Leondi and they discussed what Skanska could do to help out.

Aquatic therapy is a well-established treatment method for many types of physical disorders and has been shown to be particularly effective in the treatment of cerebral palsy. It has also proven highly effective in treating neurological disorders and autistic-like behaviors. CPNJ offers comprehensive educational and therapeutic programs supported by specialized medical services for students ages 3-21 with multiple disabilities.

Superintendent Robert Boyle was responsible for managing the 1,500-square-foot addition, which includes two shower changing rooms, restrooms, storage for pool equipment and a pump room for the pool. “I am honored to have had the opportunity to work closely with CPNJ on this project. This was a special cause for an outstanding organization and neighbor, and I am proud that Skanska stepped up to the plate to put this pool in place for the children,” said Boyle.

“Skanska and its subcontractors came to our rescue,” said Alan Mucatel, Executive Director of CPNJ. “This is a company that normally works on larger construction jobs, and they made us feel that this was the most important job they had. They helped us to keep our promise of delivering this therapy pool to our students and their families, and for that we owe them our eternal gratitude. We are proud to call Skanska our neighbor and our friend.”

Making a local impact

Livingston, New Jersey, USA Installing an aquatic therapy pool for the children at the Cerebral Palsy of North Jersey’s (CPNJ) Horizon School provided necessary life changing therapy.

Text Gary Fabbri Photo Per-Anders Pettersson
The planet calls for action against climate change

The built-up environment is part of the problem – and Skanska is part of the solution. The company is stepping up the green ladder. The Green Construction initiative is aimed at designing and delivering green facilities for living, working and traveling.

Text Alf Lindström  Illustration Staffan Millqvist

Skanska took the lead down the green path in 2000 when it was the first global construction and development company to be ISO 14001 certified.

Today, Skanska is the number one “Green Contractor” in the U.S. (according to the ENR trade magazine).

And the company’s green track record is expanding. Skanska’s expertise is instrumental when buildings are LEED® Gold and GREEN Building rated. The energy efficiency of Skanska’s newly developed commercial projects significantly surpasses the norm.

More about Green Construction on the following pages.
A green new world – now in the making

Stockholm  It takes two to make the world greener – and, of course, me and you and everyone else ... **Hanne Rønneberg** and **Noel Morrin** are in charge of Skanska’s green efforts. The green initiative is double-edged. And the Skanska line-up is a double team. Hanne will guide customers to green solutions, while Noel will ensure that 60,000 Skanska colleagues walk the talk.

**Photo Holger Staffansson**

**Hanne is new in her position** as Senior Vice President responsible for the Green Construction initiative. She and her five-person team of experienced people from the business units’ operations will focus on customers’ needs, helping the units developing products, services and solutions. These have to be energy efficient and using environmentally friendly materials. In other words, she will take care of the market opportunities for environmentally sound structures, buildings, roads and other projects.

To achieve all this, Skanska of course has to have “its own house in order.”

**Noel Morrin**, Senior Vice President Sustainability, will focus on ensuring that best practices are available and widely spread across Skanska so that behavior and performance provides a strong foundation for Hanne and her team to work with our markets. He and his four-person team will continue to develop internal behavior, the company’s core of people and assets. This includes processes, methods and equipment - all needed to conduct business in a way that minimizes the impact on environment.

Noel has already been working with green issues for some years. Results to date include the Green Car Policy and Energy Efficiency Best Practices Guides for ten categories of heavy equipment and office managers. He is also responsible for health and safety and business ethics as part of a wider sustainability agenda.

“The foundation for the venture into the green was laid already in 2000, when Skanska was the first global company in the industry to achieve ISO 140001 certification,” says Hanne. “Now we are stepping up to a level where we will help customers fulfill their environmental commitments.  I must stress, that we have to be credible in all our actions.”

“And we have to join forces and work closely together with the global procurement initiative.”

**What’s in it for the customer?**

“Quite a lot. In some U.S. states, for example, you can’t get a building permit unless you are environmentally certified. Not being “green” going forward will jeopard-
ize your brand and you will be less attractive in recruiting. In a few years time, this will be a basic requirement for a company that wants to be highly regarded among consumers, partners and employees. The brightest minds will want to work and live in green buildings,” says Hanne.

And what’s in it for Skanska?
“Pretty much the same. It’s about profits, it builds pride, image, attractiveness in recruiting and enhances our competitiveness,” says Noel.

But the overall winner must be the environment?
“Absolutely,” reply Hanne and Noel in unison.

“Already today, in several markets we can offer buildings that are 30-40 percent more energy efficient than existing properties and at least 20-25 percent below the norm,” says Hanne.

“And internally we can demonstrate how to save energy by improving our equipment to reduce emissions by switching over to low-emission vehicles and being more resource efficient in construction, reducing waste and similar measures,” says Noel.

Skanska has proven to be ahead of competition. Skanska is the number one green builder in the US according to the U.S. trade magazine ENR (Engineering News-Record), which last year released its first-ever Top Green Contractors survey. Also, for the second year in a row, Skanska UK was awarded the prize as the Sustainable Contractor of the year in the UK, according to the UK Building Magazine.

Still there is room for improvement. For example develop, design, produce and manage Skanska’s own offices to become perfect “green show-rooms”. Also PPP/PFI projects where Skanska is responsible from the early design phase and long into the operational phase are but a few of the areas where Skanska can make a big - and green – difference.

More Info
hanne.roenneberg@skanska.no
noel.morrin@skanska.se
First green building

With a commitment to the environment, Skanska is developing one of Stockholm’s largest office projects Hagaporten III. Approved with GreenBuilding status, the more than 28,000 square meters office building requires 25 percent less energy than Swedish standards call for. As a partner in the European Commission GreenBuilding project, Hans Wallström, Environmental Manager at Skanska Commercial Development Nordic says, “Our goal is that the average for all of our newly developed buildings will fulfill the requirements in accordance with the GreenBuilding norm by 2010.”

Green News

Warsaw goes green

Warsaw Currently Skanska is developing and constructing Atrium City, a new 20,000 square meter office project in central Warsaw. Similar to other Skanska projects, the building is being developed with a focus on energy-efficient solutions to achieve environmental and cost advantages in the operating phase.

Shine a light

Stockholm Skanska Equipment Rental Service in Central Sweden will change its lighting fleet from outdated energy consuming halogen lamps to more efficient prismalence lamps, which offer better light quality and huge energy savings. Thanks to their extended life-span, the new prismalence lamps will lower electricity and maintenance costs for projects considerably. One 1500 W halogen lamp can be replaced by a 150 W prismalence lamp.

Water, water everywhere

New York Yet another assignment for water treatment system upgrades has been awarded to Skanska. Demolition work and new foundations for the plant at Newtown Creek in New York is part of a massive upgrade to bring systems into compliance with Federal and State environmental standards. About 17,000 cubic meters of concrete will be demolished and recycled. The new foundation requires the excavation of 23,000 cubic meters of earth. Skanska is currently conducting seven water plant extensions in the New York area with its largest US order to date a USD 1.04 billion contract for the Croton Water Filtration Plant.
Waste in – power out

Kněžice, Czech Republic  Winter cold is no longer a problem in Kněžice in the Czech Republic. A new biogas plant will enable the use of waste from surrounding farms in the production of biogas, electricity and heat. Everyone will profit from this effort. Emissions of greenhouse gases and waste products will decline and the price of heat will be halved. News of this project is spreading throughout Europe.

Kněžice, 100 kilometers east of Prague, is a living example that something can be done about the emission of greenhouse gases, reducing the use of non-renewable energy sources and achieving sustainable energy management.

Fertilizers and waste from farms and slaughterhouses in the immediate surroundings are transformed into biogas, which provides heat and hot water for 400 of the village’s 480 inhabitants at half the price compared with traditional coal-heating. Coal previously accounted for 70 percent of the village’s heat requirements, but those days are gone.

Out with the old and in with the new. Most of the households in the village are already connected to the new system and it is only a matter of time before the remaining households are connected to this green effort.

“The inhabitants of the village want proof that it really works before deciding,” says Milan Kazda, Mayor of Kněžice.

The EU is responsible for the largest portion of the major investment that was made jointly with the support of the government of the Czech Republic and the town. For inhabitants of Kněžice, the investment is both simple and economic – switch to heat exchangers instead of using the coal-fired alternative, which was not environmentally friendly or economic, and at the same time halve the price of heating costs. A change with a sweet aftertaste.

Milan Kazda is the driving force behind the investment in the biogas plant. The original plan was to build a traditional heat plant, which would operate on purchased fuel in the form of wood chips and straw. But, Milan Kazda, who was born in the area, wanted to go further.

“In terms of energy, let us make the village more self-sufficient than in the past and reduce costs by utilizing farming waste,” says enthusiastic Milan Kazda.

Skanska constructed the vital fermentation plant, winter heating plant with a boiler for biomass and a distribution network comprising six kilometers of double pipes to households that are currently connected.

“We are very satisfied with Skanska’s efforts, including finding solutions to design problems that were not anticipated by engineers. And, we have continued cooperation, for example, by preparing the technical and financial projects for further improvements to the system,” says Milan Kazda.

The biogas project has already become known throughout Europe and Kněžice was recently awarded the prestigious European Energy Award at a ceremony in Dresden, Germany.

More Info
pavel.blaha@skanska.cz
“Going forward, I think we can leverage our vast experience as a ‘City Builder,’” says Johan Karlström, Skanska’s newly appointed President and CEO.

“We can definitely make a greater impact by entering into more cities and by expanding our services and combining our strengths in cities where we today have limited ourselves to a certain sector.”

“There are some cities with high growth in our home markets in which we are not present at all. And in some, we are strong in specific sectors, solely in building construction or in civil construction or, for example, in Public Private Partnerships projects,” concludes Johan Karlström.

Today, most of mankind are city-dwellers. According to Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, last year marked the transition.

To be exact, 51 percent of the world’s population now lives in cities. And, if we look specifically at the more developed regions – Europe, North America, Australia/New Zealand and Japan – the figures are even higher. In 2007, 74 percent of the population of these regions live in urban areas. The forecast for 2020 is 78 percent.

The urbanization trends creates a strong demand for construction and development services – more and better homes, workplaces, schools and hospitals as well as transportation, water and energy facilities. In addition, there is a need for sports, recreation and shopping centers.

Skanska has been contributing to improving people’s lives and the city environment for decades. In Stockholm, for example, no matter what you do or how you spend your day, you are most likely to live, work or travel in a facility that Skanska constructed or developed.

In London and New York, Skanska is among the largest contractors. And in several other metropolitan areas – such as Prague, Warsaw, Oslo and Helsinki – Skanska is a key player. Of course, Skanska will also continue to take on projects outside urban areas.
Driving toward sustainability

Riverside, California  Going green has become more than just a trend. For many, it is a way of life. One of the most common ways of establishing this sustainable lifestyle is purchasing an environmentally friendly car. Low emission and fuel efficient vehicles provide an ecological and economical solution to the growing number of congested highways and city streets. It is no wonder more and more companies are recognizing the importance of improving their carbon footprint as well.

Text Shana Bitterman  Photo Skanska

The “Eureka!” moment came for Skanska USA Civil’s Riverside office after Skanska AB issued the Green Car Policy that requires new cars to emit less than 260 grams carbon dioxide per kilometer, which adheres to the Environmental Protection Agency’s SmartWay or SmartWay Elite standards.

Seizing the opportunity to comply with company regulations, Senior Vice President Eric Taylor resolved that the poor fuel economy of Riverside’s convoy of trucks could be improved drastically with smaller, energy efficient vehicles. (Even though the policy doesn’t cover trucks, the Riverside office still chose to adhere to the mandate in order to improve their impact on the environment.)

So, in July 2007, Eric empowered Equipment Manager Jeff Buckmaster and Yard/ Vehicle Manager Mason Ford to begin replacing the outsized vehicles. With approximately 100 cars in the automobile class of the on-road fleet, the team have already substituted around one-third with SmartWay certified cars. He expects to have the fleet almost entirely made up of compliant automobiles by the end of 2009. The first delivery included ten Toyota Matrixes, seven Honda CR-Vs, a Toyota Yaris, Honda Civic and Lexus GS450h. Just in time for the holidays, the Riverside crew received an additional order of 19 hybrid vehicles consisting of Toyota Priuses and Highlanders and Ford Escapes. Mixing one part gasoline engine with one part electric motor, hybrids lower emissions and achieve greater fuel economy – some reach over 20 miles per gallon more than non-hybrids.

Beyond these environmental advantages, Mason says the hybrids are true outperformers. “The old convoy of Ford Explorers held 17 gallons of gas. The Prius holds only 11 gallons but drives up to 500 miles before needing to be refueled. The Explorer absolutely can’t do that.” The hybrids are also easy on Riverside’s pocket. Mason explains, “Our fuel expenditures will be reduced significantly because their mileage is best on California’s overcrowded roads, where there are frequent stops and idling periods.”

As with all change, he admits there was some initial resistance. Accustomed to pickup trucks and SUVs, some expressed concern about the small size of the cars. But there is more to the new fleet than meets the eye: although they are low on emissions, they are quite abundant in horsepower. With this realization, most of those involved are excited to be a part of this pioneering green initiative.

“We’re doing our part to set the pace within the construction industry,” Mason remarks. “With management stepping up to lead the charge, we’ve been able to demonstrate our wholehearted commitment to the environment and eliminating waste.”

While no one knows what the future holds, the Riverside office can rest assured that theirs will be an eco-friendly one.

Green Car policy announced

Reducing emissions from vehicles in an integral part of Skanska’s environmental strategy for 2008-2010. The vehicles role for better sustainability is described in Skanska’s new “Green Car” policy, which came into force in January 2008. It covers all company owned or leased cars, including cars provided for personal use, pool cars and service cars.

All owned and leased cars are classified based on their carbon-dioxide emissions at four levels. Short term, new cars in Class 3 (131 to 260 g CO2/km) will be accepted only if the local markets do not offer a car with a lower emissions level. In all other cases, cars must be in Class 1 (>65 g CO2/km) or Class 2 (66-130 g CO2/km). The aim during the current strategy period is that 50 percent of the Group’s entire car fleet will be replaced with cars in Class 2 or lower in the normal replacement cycle. All business units must make every effort to continually improve the share of cars at or below 130 g CO2/km.

More Info
jeff.buckmaster@skanska.com
Going green

Pioneering the green car initiative. Eric Taylor, Mason Ford and Jeff Buckmaster cranking up Skanska USA Civil West’s new eco car fleet.
Heated collaboration saves energy

**Sweden** Externally, it looks like any modern 12-story building. Internally, Seglet is not the same as others. Jointly with the municipal housing company KBAB, Skanska has constructed Sweden’s first super-insulated multi-story building in Karlstad, Sweden. Without foregoing any comfort, the building is five times more energy efficient than what is prescribed in Swedish building standards.

Text Jan Edén  Photo Holger Staffansson

**Externally, it looks like any modern**

12-story building. Internally, Seglet is not the same as others. Jointly with the municipal housing company KBAB, Skanska has constructed Sweden’s first super-insulated multi-story building in Karlstad, Sweden. Without foregoing any comfort, the building is five times more energy efficient than what is prescribed in Swedish building standards.

“The tenants are highly satisfied with everything – particularly the indoor climate. Even during the coldest days of December the average temperature has been 21.4 oC. However, energy savings is not the only incentive, creating improved comfort is also key,” says Gunnar Persson, strategic coordinator at Karlstads Bostads AB (KBAB).

In addition to being an environmental and building technology success, the construction project has also been a triumph for the unique “Many projects in one” cooperation approach initiated in 2004 between KBAB and Skanska. The idea behind the partnering initiative is that the customer and supplier establish an effective coordination to achieve a better end-result. The guiding principles are overall view, dialogue and quality.

In Gunnar Persson’s opinion, the team spirit shared with Skanska’s personnel – from project leader to skilled worker – paved the way to success.

“Skanska’s personnel are responsible, inquisitive and committed – always with the project’s best in focus. Without this form of contracting, we would not have enjoyed the same success. Instead of pursuing costs in all areas, we tried to think in a lifecycle perspective. Our entire focus has been on finding technical solutions and work methods,” says Gunnar Persson.

Marcus Johansson District Manager Skanska Sweden, also lauds the winning teamwork.

“The combination of an involved customer and proud skilled workers has permeated the entire project. The construction workers have been enormously ambitious and detected even the smallest crawl-space that was not airtight. The focus on small, small details has yielded large results,” says District Manager Marcus Johansson.

Seglet is constructed in an existing area in Karlstad developed in the 1960s. It is 12-stories high with 44 apartments. Before construction began in December 2005, new technical solutions were tested in a full-scale test room. Among other features, the building has a new type of outer wall, a ventilation solution and a simple, but ingenious heating system.

There has been a stream of study visits to Orrholmen in Karlstad. Additional similar construction projects are certain to start around the country. Skanska will construct a similar building in Alingsås and there are plans for another lower building in Karlstad.

“We are very proud and pleased about the Seglet project,” says Gunnar Persson. “It is a normal apartment building that demonstrates that you can accomplish a whole lot with simple methods. It literally feels that we are building for the future.”

Gunnar Persson at KBAB and Skanska’s Marcus Johansson (right) check the heat recycling system.
Yearly, two individuals from the U.S.—one a Mole member and the other a non-member—are chosen to receive the award. One of the most prestigious construction organizations worldwide, the Moles was formed over 70 years ago by a group of heavy civil construction workers (primarily men involved with the tunneling under the Hudson River between NY and NJ) from the greater New York City area who specialized in underground work.

The primary goal of the organization “is to advance the art of heavy construction and outstanding performance be recognized through awards; and that, in the public interest, standards of construction be raised both as to engineering and as to business ethics.”

Sal Mancini’s experience in the industry began in 1968 when he joined then Underpinning and Foundation Constructors, ultimately Slattery Constructors, and now part of Skanska USA Civil.
Clarion Hotel Sign is open. In addition to being Stockholm’s largest hotel, it probably features the largest collection of Nordic interior decorating and design. All 558 rooms are characterized by one of the great Nordic designers – including Alvar Aalto, Arne Jacobsen and Bruno Mathsson.

Skanska framed the artistry – constructed the building.

“The Skanska team, led by Ulf Jonsson, has been a highly creative and knowledgeable partner. This has resulted in delivery on time, with high quality and the right price. And Stockholm gets a fantastic hotel. It was a tremendous job carried out in such a great atmosphere. It has been a very positive cooperation, one which I hope will soon see a continuation,” says a satisfied hotel owner, Arthur Buchardt, who personally monitored the work closely.

The Clarion Hotel Sign also brings to Sweden master chef Marcus Samuelson’s New York success, the Aquavit restaurant. Moreover, the hotel is the Stockholm debut for the architect, Gert Wingårdh, who is being praised for the hotel’s black-stripped and windowless back in granite – a city planning requirement due to the proximity to the railroad.

The hotel’s environmental profile was established already during construction. Most of the materials were delivered by rail directly into the construction site.
The numbers speak for themselves. Skanska’s recruiting teams have to hire 12,000 new colleagues by 2010, based on the figures from all the business units. Recruitment efforts have tripled in the past three years. This requires strong joint recruiting efforts by all business units active in the same country.

Key success factors have been identified. “We have a big differentiator in our broad range of businesses. We can offer challenging career opportunities in a variety of development businesses as well as in different construction segments,” says Anna Wenner, Manager, Attract and Recruit, Skanska AB.

“A more diverse approach is a necessity. We can’t rely solely on our traditional recruiting base. We need greater diversity. More women and people of different ethnic and educational backgrounds will enrich our company with new experiences and approaches.”

A series of new features have been introduced to make it easier to apply and to make Skanska more appealing.

– The corporate website has been upgraded to facilitate finding relevant information and to apply for a job. New country websites will be launched later this year.

– A Recruiting Toolbox enhances knowledge sharing

– Jobs.skanska.com – internal source for job openings

– Skanska Unlimited – a new exchange program has been introduced to encourage internal mobility. (see page 28)

– A Global Trainee Program and several local trainee programs attract hundreds of applicants.

More about the people at Skanska on the following pages.
New hires

Skanska continues to recruit more people with even wider ranging levels of experience and from diverse cultural and educational backgrounds. Meet four new colleagues who are shaping Skanska’s future.

Charlotte Ingvarsson
Time at Skanska: 6 months in March
Works as a foreman for Skanska Sweden in Gothenburg

‘Right now I want to be a really good foreman and to have my own project someday. The most important thing for me is to take in all there is. It seems like my boss has planned both my work and my ‘on the job’ education. He gives me challenging tasks and lets me find my own solutions. I’m learning 1,000 things a day.’

In short
- Hobby? Skiing, traveling, wakeboarding
- Favorite tool? Passport
- Dream project? On a complicated coordination project in NYC

Toni Tuomola
Time at Skanska: Almost a year. Started in May 2007
Works as a Project manager for Skanska Residential Development Nordic in Tampere, Finland

‘This is the kind of job that I wanted. You can influence so many different aspects of the project,’ says Toni comparing his job at Skanska to his previous work. ‘I’ve got a lot more Euros behind me now and the projects are much larger.’

‘It’s interesting to talk to municipalities and governments. They have different priorities than we have and it’s an exciting challenge to balance them with our pro-active approach in construction.’

In short
- Most important quality in a good boss? Listening
- Favorite tool? On the job - a ‘red pen’
- Places you’d like to live? Someplace warm and sunny unlike Finland

Yannick Le Calvé
Time at Skanska? Started August last year
Works as a Key account manager for Skanska Financial Services in Stockholm, Sweden

‘In Skanska Financial Services we deal in very large financial figures and help the business units manage risk,’ says Yannick who worked as a consultant before joining Skanska. ‘The people on our team are excellent at it.’

‘This is an open organization and the processes are well defined but there was a lot of scope for me to define my own role which was a challenge in the beginning.’

‘One of the big differences from working as a consultant is that, as part of a team, I get to see the whole chain in a project - launch, development and the results. I like being part of a finished project.’

In Short
- On a project or in the office? Project. I don’t see figures for their own sake.
- Favorite word? Knowledge. You can resolve most problems through knowledge.

Zeynep Guven
Time at Skanska: a year in April
Works as an Office Engineer in the Project Controls group for Skanska USA Civil in Virginia Beach

‘I wrote a paper on life cycle cost analysis and my bosses are sponsoring me to present it at a symposium in Italy. I feel that my diversity is highly valued. My background is a perfect fit and I enjoy what I’m doing.’

‘My background is in material science and civil engineering but there’s still lot for me to learn about construction,’ says Zeynep. ‘I’ve got loads of mentors here. I was pleasantly surprised to find out that the work environment was extremely collaborative. Everyone is willing to share their knowledge, which allows me to learn something new each day.’

In Short
- Your near future? I’d like to take part in Skanska Unlimited
- Hobby? Skiing, hiking, ice skating, traveling
- Favorite tool? My Skis
Skanska Norway is investing in seniors. Employees over age 62 are encouraged to stay on coaching young colleagues. **Jarle Gausen** is one of the seniors that willingly shares his experiences.

**Text**  Mattis Michaelsen  **Photo**  Erik M Sundt

**Senior policies at Skanska Norway**

Senior **dialog for all who turn 60 years old.** Dialog conducted by HR manager/local personnel manager and immediate supervisor. The dialog will result in a decision on which of the senior benefit programs is right for the individual:

**AFP** (early retirement pension) with supplement: The Norwegian public early retirement pension and an additional gratuity pension from the company.

**Reduced work year:**

Up to eight extra weeks of vacation/reduced work time. Skanska provides 50 percent of salary during that extra vacation.

**Senior bonus for each work year after turning age 62:**

For each work year from age 62 to age 67, a senior bonus will be awarded corresponding to 8 percent of annual base pay. This benefit requires participation in Skanska’s coaching course. People who are offered this benefit must have competence/expertise that is especially important for the company to pass along. In addition, persons in question must participate in a coaching role.

**Continue as before:**

Individuals may choose to continue as before, without participating in any of the benefit programs mentioned above.

---

**Sharing knowledge**

He is 62 years old and has worked at the company for 37 years. Jarle could have taken early retirement but Skanska Norway is doing its part to retain him and other senior resources as long as possible.

Jarle is passionate about his job as chief engineer, with responsibility for construction machinery in Norway. Skanska’s senior benefit programs gave him additional good reason to stay on longer in his job. Seniors at Skanska can participate in one of several favorable senior benefit programs. All employees participate in a senior dialog when they turn sixty. The goal is to stake out a path ahead.

“Together with the HR manager, I discovered that the benefit program offering a senior bonus for each year I work after turning 62 suited me well. Participation in the Coaching for seniors development program is a prerequisite. I enjoy leadership roles so I would really like to try it,” says Jarle.

Jarle Gausen participated in an intensive, three-day course in knowledge-sharing together with 11 other seniors. “I became more aware of how I interact with younger people. Often, we are too quick to come up with solutions ourselves. Instead, we should put a greater emphasis on encouraging our younger colleagues to share their own viewpoints and suggestions,” says Jarle.

He works closely with new hire **Rune Stene.** Rune has a Masters in environmental management and Jarle appreciates the fresh approach his younger colleague gives.

“Personally, I feel that our cooperation with younger colleagues is quite good. Especially when they dare to say what they think. My role as coach is to seek out their viewpoints,” says Jarle.

The 62-year old has understood a key aspect of Skanska Norways’ philosophy for knowledge transfer. "There is an important distinction between being a coach and being a teacher," says Pål P. Syse, SVP and HR manager in Skanska Norway.

"It has to be good!"

Rune Stene has truly experienced how inspiration and impulses move in both directions through his cooperation with Jarle Gausen. Rune emphasizes that knowledge-sharing gives security and provides quality assurance.

“In addition, Jarle and I come from different professional backgrounds, which is exciting. I come with an environmental education and he is especially interested in machinery. He has mechanical training and a special interest in the environment. Such cooperation is bound to lead to good solutions,” says Rune.

**More Info**

pal.syse@skanska.no

---

**I’m learning 1,000 things a day**

I get to see the whole chain

**Sharing knowledge**

Jarle Gausen coaching Rune Stene.
Krzysztof Miroz, Marek Krzyzak, Wojciech Gliszczynski, Janusz Wojtowicz, Tomasz Mrzyński, Andrzej Olszewski and Jacek Wesbel from Skanska Poland are now making guest appearances within the framework of the Nordic Labor Pool initiative.
In depth connection

Through the Nordic Labor Pool, the “connect the dots” concept gains depth, experts and key personnel have enjoyed the entire global Skanska as an open field for years. More construction workers are being provided the same opportunity.

Skanska employees gain the possibility to move about, without changing employer or jeopardizing their job security. Additionally, the business units can more easily ride out fluctuations in the economy – in a boom, you borrow personnel – in a local recession, you can offer foreign service.

The initiative to increase personnel cooperation across borders came from the Senior Executive Team. Christel Åkerman, Manager Nordic Labor Pool, has promoted and developed the concept assisted by Andrzej Kulpa from Skanska Poland.

“The basic principle is that there should be equal terms, regardless of whether you are named Svensson or Kowalski. The union agreements and assurances apply for the Poles to the same extent as for their Nordic colleagues. The only difference is that we assist in arranging housing for them when they come here,” says Christel Åkerman, who has herself worked in a number of Skanska countries in Europe and Latin America. “In addition, we pay for the travel to the new country and back home.”

The unions are also positive

“We think it is favorable because it is Skanska colleagues being provided this possibility. The entire concept is correctly formulated and follows specific rules. And it is really good that they retain their employment in Poland. It ensures job security,” says Kjell Broman, the construction workers union’s shop steward at Skanska Sweden. “The Skanska model is light years ahead of others that bring in Polish subcontractors who can work in Sweden for Polish wages and without our benefits and rules. The only aspect I am hesitant about is the temporary employment. We know that these are good people since they are our own colleagues.”

“We also have a great need for labor in Poland. However, the fact is that being able to offer foreign services within the company, we give our own people a chance to develop their skills and we increase our attractiveness as an employer,” says Roman Wieczorek, Business Unit President, Skanska Poland.

Pole positions in the Nordics

Sweden

International cooperation is rising. Skanska units are increasingly benefiting from one another and employees are taking the opportunity for assignments in other countries. Workers from Skanska Poland are now helping the Nordic Skanska units in solving their personnel needs.

This is a story that is too good for the daily press. Coverage focusing on foreign labor often deals with illegal workers, wage dumping and below-standard housing. But this is not the case when Skanska works across borders.

Nearly 100 Polish workers are now making guest appearances in the Nordic region within the framework of the Nordic Labor Pool initiative. First in line last year was the Havneholmen project in Copenhagen, Denmark – a residential project developed by Skanska Residential Development Nordic.

The Polish workers receive union wages and consequently earn three times as much in Sweden than at home. They can save some money, despite having to pay Swedish taxes and rent. And after six months they can return to their ordinary job within Skanska Poland, where they retain their position.

Worldwide spoke with seven Polish bridge builders working on one of Skanska’s highway projects in western Sweden. “We are very happy to have this opportunity. Pay is good and since we work some overtime, it gets even better,” says Wojciech Gliśczynski.

“It’s a great deal. It’s exciting to get out and see other ways of working. There are differences and we can learn from one another,” comments Marek Krzyzak.

“We have been very well received. We have quickly become part of the Swedish team. It really feels that we are all working for Skanska,” says Andrzej Olszewski, who is an English-speaking foreman and serves as a link to project management.

Skanska Sweden has many projects under way and manning issues are crucial. “We have a lot to do and it is difficult finding the right people,” says Kenneth Wahlqvist, who is project manager for broadening a 12.6-kilometer stretch of the E20 highway at Götene, north-east of Gothenburg. “This makes it easier for us to deliver. And it’s a plus that it is Skanska colleagues. We have the same goal.”

More Info
christel.akerman@skanska.se
Work and grow abroad

Global Skanska’s world is unlimited – and you can be part of it. Skanska Unlimited is the new global employee exchange program. Through Skanska Unlimited 25 persons will have the opportunity to work abroad.

Text Alf Lindström Photo Holger Staffansson and private

“Skanska Unlimited is about people development. It’s a great chance to grow professionally and personally – and to expand your personal network within Skanska,” says Christelle Bouëtard, project manager for this Group initiative to enhance personal development and knowledge sharing.

“And it will benefit the whole of Skanska too in the long run.”

“Initially we will choose up to 25 people from within our business units, and provide them with 3-6 months of hands-on experience in a whole new part of the world. Next year we will increase the number of participants in the program.”

The lucky ones who are chosen can expect to develop new skills and discover new ways of communicating by working together with a new team of Skanska colleagues. They will also be able to bring back new ways of working and solving problems to their home business units.

And who are qualified to apply?

“The perfect candidates must have been working at Skanska for at least 2 years, and have a genuine interest in experiencing another part of Skanska” says Christelle Bouëtard.

More about Skanska Unlimited info.collaboration.skanska.com/unlimited

“It has been very interesting to learn about the journey Skanska has done in Florida the last years. The Skanska region is now one of the top regions in the United States. The sales process is very interesting as well, and I really want to continue to be part of the knowledge sharing bridge between Sweden and the US in the future.”

Jonas Toller, Design Manager, Skanska Sweden employee since August 1997. Worked for Skanska USA Building in Florida one year.

“Initially we will choose up to 25 people from within our business units, and provide them with 3-6 months of hands-on experience in a whole new part of the world. Next year we will increase the number of participants in the program.”

The main purpose of my stay in Sweden was to help out with the launch of the Skanska Employee Ownership Program. Working on a global program helped me to realize the international aspects of our company. The cultural issues and different needs had to be considered in the everyday work. I was never thinking about this while working in Skanska CZ. The open culture within the Group Communications department enabled me to learn from my senior colleagues. The whole stay was a big learning experience for me it also made me grow as a person. Something I value a lot.”

Gabriela Dryakova, Communications Coordinator, Skanska CZ employee since March 2005. Currently working for Skanska AB (Group HQ), in Sweden, for one year.

“Labor constantly have to embrace new challenges and you have to be a good team player. That is exactly what I had to do when I went on an exchange trip to Norway during 2007. I felt very welcomed in the Norwegian team. I even had the opportunity to meet and network with colleagues from the headquarters in Sweden. My overall perception of Skanska changed a lot under the assignment.”

Alexandre Lee, Civil Engineer Trainee, Skanska LA employee since 2005. Exchange with Skanska Norway for two months between October and December 2007.
A buy-in for performance

Global  Skanska employees worldwide are being offered the opportunity to become part-owners in the company and a chance to receive additional shares from Skanska. SEOP (Skanska Employee Ownership Program) was launched at the beginning of the year.

Buy shares, remain working for the company for three years, receive more shares from the company. In brief, that’s the deal. The idea is to strengthen the bond between the employee and the company and to increase commitment. As a part-owner of the company, you share in its earnings.

“This is our largest internal offer ever and it is to all employees. I hope the advantages with SEOP are attractive and create even more commitment and stimulus to affect performance, both individually and at company level,” says Skanska CEO Stuart Graham.

SEOP provides Skanska employees the possibility to invest part of their pay in Skanska shares, either monthly, or in a single payment each year, over a three-year period. Those that join the program, have retained their shares and are still employed at Skanska after the three-year period, receive additional shares from the company.

If the company generates good results, employees who participate in SEOP will benefit from:
- a potential share price rising
- annual dividends
- allotment of shares from the company

A share allotment is guaranteed to everyone who fulfills the requirements. And if the employee’s business unit achieves its outperform goals, there is an additional allotment.

At the same time, everyone must be aware that an investment in shares always involves a risk. There are no guarantees.

“The stock market goes up and down, but to date the statistics show historically that shares are a long term and favorable investment. It is important to remember that investing in shares involves risk. Each person must decide. The employees are investing their own money and are taking a risk, but also have the opportunity for a good deal,” says Agneta Ljunggren, Director Group Internal Communications, Skanska AB.

“A global share-savings program has been sought by the employees for some time and our investigations have shown that interest is high to participate. Our hope is that there will be many who sign on. I believe that this is a good way to create interest for a unified Skanska,” says Niklas Jakobsson, Project Leader for SEOP.

Information about the SEOP offer in eleven languages was sent directly to all Group employees.

More information about SEOP and the terms and conditions, is available at Group Forum (info.skanska.com), or your business unit intranet.
Profile Martine Gagnon

“Diversity is essential for building strong teams and developing customer relations,” says Martine Gagnon, Development Director for Healthcare at Skanska ID UK.

“I have an unusual background in terms of diversity,” says Martine, who is a French Canadian working in London. “I tick the female box, the foreign box and I tick ‘the English is not my native language’ box. Mostly, I think the fact that I don’t have a construction background has a positive impact on the team.

“Different industries approach challenges in different ways. When issues arise, it often helps to have people in the room with varied backgrounds since the different perspectives will contribute to finding better and quicker ways forward.

“To recruit diverse people, you have to have a diversity of approach in terms of recruitment. If you always use the same channels, whether it be headhunters, advertising, or references from colleagues, you’ll nearly always get the same type of people.”

How did you get the job?

“Skanska did not recruit me. I approached Skanska and they were open to considering a background that was not exactly what the job description called for. I did not have UK experience, I did not have PPP experience, but I did bring other relevant skills and experience. They hired me three years ago. It has worked for me and I think it has worked well for Skanska,” says Martine.

The client experience

“People like people that are like themselves. And clients don’t usually come from the construction industry,” says Martine. “If you have a pool of diversity in your staff then you’ll find somebody in the group that meshes with the client. It’s by making this connection that you build strong relations.”

About diversity

“I think having a diverse group brings a diversity of thought. I think the openness, values, transparency and attitude of the people at Skanska help us achieve greater results and satisfied customers.”

Skanska ID – A Diverse Team

Just one look at the Skanska Infrastructure Development and it is clear why they are a model of diversity. Team members’ backgrounds range from physician and lawyer to psychologist and lifecycle specialist. And they come from all over the world. Skanska ID is not only a truly international business, it also serves a variety of stakeholders – investors, clients, authorities and users. Its personnel are hired for a number of qualities and their specialist abilities in different sectors.

“To be successful, we need to understand all the stakeholders’ needs. And that’s a complex story. Take for example a PFI/PPP-hospital project. We have to look at it from all angles. There are great expectations from a variety of groups. We must create a perfect setting for doctors and nurses to serve patients in the best way. We have the development overview over the entire supply chain. And we also have to consider it from an environmental and investment perspective,” says Jeanette Broberg, HR Director at Skanska ID.

“It goes without saying that we need expertise and experiences from different areas. Therefore, our recruiting is aimed at diversity. Our employees should reflect the heterogeneous environment in which we work – the entire spectrum of society, women and men from different cultures and with varying educational backgrounds. We need young people with growth potential as well as older and more experienced staff.”
Then it was 1937 and Skanska built a malt silo for the brewery on Frydenlund in the Norwegian capital of Oslo. Today, the premises are transformed into the University of Oslo. The time prior to WWII was highly intensive, with many large industrial projects in Norway. It was then that some of the company’s long-term relations with the country’s largest industrial companies, such as Hydro, were forged. Today, Skanska is constructing Hydro’s new offices in Vækerø, just outside Oslo. Among the largest projects for Hydro are the landbased facilities at the Ormen Lange gas field.
Future meeting point Malmö. It was a home-team win for Skanska’s proposal. Malmö City recently held a competition to develop the Tyfonen block on Universitetsholmen, where Skanska has long traditions. The jury’s opinion about Skanska Commercial Development Nordic’s winning proposal was:

“Meeting Point Malmö will be a distinguished and sustainable landmark building that blends with the central site’s significance in the city landscape and which through providing functional diversity enriches city life on Universitetsholmen.”