New home for Jets and Giants
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Painting a diverse picture
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Record-breaking healthcare
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Explore the opportunities in project development and construction
Skanska won the New Karolinska Solna hospital project based on its global track record in the Public Private Partnership (PPP) and hospital sectors.

Why do I sit bumper to bumper with trucks and Volvos every day? Why can't I go to Stockholm's chic SoFo and SoHo districts without getting stuck in traffic jams?

I'll tell you why. The Stockholm Ring Road was stopped by NIMBYs (not-in-my-backyard) 20 years ago and it still hasn't happened. More recently, this was also the case with the Slussen area makeover. Even plans for a new library were ditched. Who knows why?

So, the roads were bad for the new university hospital New Karolinska Solna. It was not only healthcare and life science research. It was a project worth billions, it seemed likely that the whole PPP concept would have been stuck in gridlock. But – low and behold – all parties approved the hospital and the PPP solution. From now on, PPP can stand for “Politics Pro Progress.” A breakthrough and a true success for all parties.

The New Karolinska Solna is a first in many respects, but it was not received as a PPP breakthrough in the press. That's the way it works.

This Good News includes a light in the tunnel, safety commandments and a new stadium for believers in football.

alf.lindstrom@skanska.se

Publisher Karin Lepason
karin.lepasoon@skanska.se
Editor-in-chief Alf Lindström
alf.lindstrom@skanska.se
Production Co Stockholm AB
Project management Jan Edin
Design Staffan Miljö

This is not Abbey Road in London. It is the new Bjørvika tunnel in the Oslo city centre where 100,000 cars are being swept off the streets. East- and westbound traffic is going underground in the new Bjørvika tunnel in the city centre, now partly open. Later this year, all four lanes will open.

The tunnel is 675 meters (2,215 feet) long and 40 meters (131 feet) wide. It is made of six elements that were prefabricated in Bergen, some 500 kilometers (311 miles) north of the Norwegian capital. The elements, each one longer than 100 meters (328 feet), were floated along the coast, sunk in place and linked together.

The NOK billion (USD 155 million) project has been praised by the client, Norwegian Road Administration. “Good communication, open and honest dialogue have really contributed to an excellent project,” says Svein Røed, Project Manager at the Norwegian Road Administration.
Cutting ribbons and energy needs for Skanska

“Skanska created a fantastic facility for us. It reflects our values of Openness, Simplicity and Commitment.” Pride shone in his eyes when Skanda Nord’s President Bertil Hull welcomed a large number of guests to the grand opening of Skanda’s new Swedish headquarters in Stockholm recently.

“This is a milestone in our history. Since 1850, we’ve only moved twice and this time we have a high-class facility that improves our efficiency and business while at the same time halving our energy needs,” he continued, before handing the ribbon-cutting scissors to Julian Roberts, Chief Executive of Old Mutual Group, Skandia’s parent.

All the Skanska people behind the project were naturally proud, too. “When we shook hands three years ago, we didn’t quite realize how quickly the green revolution would advance,” said Stu Graham, member of the Skanska Board of Directors and the man who, when CEO and President, signed the deal with Skandia. “Today we are proud to deliver a project that is at the forefront. I wish you many years of success in this new building.”

Billions of reasons to celebrate

In early May, Skanska had a record-breaking week, with SEK 19 billion (EUR 2.3 billion) in new contracts. The New Karolinska Solna project alone is worth SEK 14.5 billion.

The design and construction contract for a PPP toll-road in Antiofagasta, Chile, totals USD 250 million (SEK 1.8 billion).

Three schools that are part of a private finance initiative (PFI) in Essex, UK, amount to GBP 71 million (SEK 768 million).

A bypass in Katrineholm, Sweden, is worth SEK 312 million.

The development and construction of a combined congress center, concert hall and hotel in Malmö, Sweden, accounts for SEK 1.4 billion.

Finally, Skanska announced the starting of an office project in Helsinki, investing EUR 27.8 million (SEK 270 million).

Three more years of profit sharing

The Skanska Employee Ownership Program (SEOP) will continue for another three years. The recent Annual Shareholders’ Meeting voted for a new period, from 2011 through 2013, so all permanent employees will have the opportunity to share in the Company’s earnings.

“I am really pleased about this. SEOP is highly favorable, and I am proud that we can offer this to all colleagues,” says Johan Karlström, Skanska’s CEO and President.

A stock ownership program open to all employees is uncommon among listed companies. SEOP has the full support of the Board of Directors and a vast majority of the shareholders.

“I have personally strongly advocated SEOP, which is linked to the financial performance of the Company,” Karlström notes. “The program enhances individual commitment and performance and is attractive for potential employees.”

Three schools that are part of a private finance initiative (PFI) in Essex, UK, amount to GBP 71 million (SEK 768 million). 

Number one in new york

McGraw-Hill recently released its 2010 list of top U.S. national and regional contractors. Skanska is No. 1. The revenue in the New York region, New Jersey, Delaware, Florida, Tennessee and the Northeast region. In the New York region, Skanska is also No. 1 in water supply, sewerage/solid waste, sports, government services and transportation segments.

Being Nordic means being connected

You would think that two neighboring countries would have the same preferences when it comes to homes. Skanska’s new survey, Bopanelen, reveals that this is not the case. Bopanelen, a panel of customers and people interested in buying homes from Skanska, has found that even people’s opinions on how a balcony should be designed differ depending on whether the people are Finnish or Swedish. Swedes prefer an open Mediterranean-style balcony, whereas Finns like a balcony glassed-in like a sunroom. There are just some of the findings that Bopanelen will disclose when it is fully implemented in the Nordic region this autumn.

Strong demand for homes in Stockholm

Skanska is developing and constructing 161 apartments in the Kungsholmen district of central Stockholm. Expectations were high when sales of Iskristallen began in May. On the first weekend of sales, more than 250 individuals and families signed up to buy an apartment in the first building, which will contain 49 homes. The location is among Kungsholmen’s most attractive, adjacent to Gronaholmen, a project completed in 2009.

Clearly the market for homes is strong – especially for homes in the most attractive locations. Skanska is investing about USD 78 million in Iskristallen.

High-flying project

Skanska has been commissioned to build an office in Oslo. The customer is the Norwegian company IT Formeu, which is developing the former airport area, Fornebu, in western Oslo. The new building will be the office of the Norwegian energy company Statoil.
What green means

The Skanska Color Palette is increasingly being used for mapping where our projects are positioned on our green journey, for setting our future aspirations and identifying improvement initiatives and actions to help us achieve these aspirations. The Skanska Color Palette is really helping to define what green means to Skanska.

Business Units across Skanska, are focusing on actions that address the top priority areas: energy, carbon, materials and water. Green solutions – products and services that bring both environmental and economic benefits to our customers’ projects – are a vital aid on that journey to Deep Green. In the previous issue of Worldwide, we looked at green solutions related to energy efficiency in buildings. In this issue, we focus on materials and, in particular, their efficient use and reuse – more “how we build” rather than “what we build”.

Green projects are defined by zero values for a set of metrics related to the top priority issues: energy, carbon, materials and water.

Vanilla projects merely comply with national practices, codes and standards.

Green projects surpass compliance but not to such a degree that what we construct and how we construct it can be regarded as near-zero impact.

Deep Green projects are defined by zero values for a set of metrics related to the top priority issues: energy, carbon, materials and water.

Satellite mapping

This technique involves importing satellite information onto a computer-aided design (CAD) program and creating 3D contour site models. The 3D models enable calculation of earthwork and associated activities. Skanska USA Civil has used this solution on several projects. On the Hanover-Empire Zinc Reclamation project in New Mexico, it was used to help model, predict and thereby prevent potentially contaminated run-off from reclamation activities. It was also used at the Safford Stormwater Project in Safford, Arizona, and the Border Fence Project near Animas, New Mexico.

Offsite fabrication

Skanska UK fabricates mechanical and electrical service elements offsite in a purpose-built factory. Elements can include packaged boilers and chiller pump rooms, roof plant rooms, modular service assemblies and multi-service risers. Prefabrication typically requires around 25 percent fewer work hours to fabricate and install an element compared with traditional onsite installation. It also reduces site waste as well as supervision, organization, welfare, travel, storage space and plant requirements.

At Barts and The London hospitals in the EU, for example, more than 1,000 prefabricated modules were installed, saving approximately 20 weeks and reducing the workforce by about 50 percent.

RFID tracking

Radio-frequency identification (RFID) tracking involves the use of registration tags to allow real-time tracking of construction elements during production, delivery and installation. The RFID tags are ID chips securely attached to individual construction elements. Each element’s status is uploaded to an online database and then synchronized with a 4D Tekla structural design model, ensuring a just-in-time material flow that optimizes transportation, site movement and storage. Skanska USA Building used RFID tracking on the New Meadowlands Stadium in New Jersey, to model and track more than 3,000 precast concrete sections cast at four separate fabrication plants. This solution ensured that each section arrived onsite in a planned sequence, which minimized storage and craneage. The solution saved up to USD 1 million in costs.

Hydrocarbon recovery

Skanska LA has a system to treat and recover hydrocarbons from slop oils, which are typically waste oils that have been disposed of in open pits. Mobile treatment plants use centrifugal separation equipment to remove water and solids in order to recover the hydrocarbon products. The technique can recover between 1.2 and 2.5 barrels of oil from one cubic meter of slop. The solution normally generates a profit for the client after the recovery costs have been taken into account.

Skanska has been recovering hydrocarbons in Argentina for the oil and gas company Repsol since 2005.

In 2008, financial systems collapsed. Global growth turned into recession. The lights went out. Now Skanska’s CFO Hans Biörck, right, and Magnus Persson, Head of Research and Analysis, switch the light back on.

Text Alf Lindström  Photo Holger Staffansson
“The market for commercial projects is slowly recovering. Our green offices and strong finances give us a competitive edge.”

Seven commercial development projects have been started by Skanska so far this year. Is this proof of stronger demand? “There are signs that this market is slowly recovering. Our green offices and strong finances give us a competitive edge. We have a unique opportunity to be one year ahead of competitors who have to go to the banks for financing. We can start projects now that will be ready and available when the market heats up. Moreover, three of the seven projects started are fully leased, so our risk is contained.”

The residential markets in the Nordic region recovered very quickly. How come? “Mortgage interest rates dropped sharply in early 2009 because of the financial crisis and consumer confidence recovered fast as there weren’t as many layoffs as originally feared.”

Skanska’s revenues decreased but its profit improved. What’s behind this? “Our sharpened risk assessment has proven efficient, and our performance in project execution has improved. Write-downs in construction projects have come down to almost zero. In addition, we have also been successful in cutting overhead costs in line with the shrinking volumes. A big contributor, of course, is our Commercial Development business. We have sold projects at healthy margins throughout this period. This is proof of the quality of our Commercial Development business.”

Can private investment take up the slack when the public sector has weak finances? “Private investment can improve the situation but cannot compensate for the drop in public spending. About 50 percent of our construction revenue comes from the public sector.”

Many companies are getting their economic engine up and running again. This is why major support and stimulus packages came out but have not yet been withdrawn, despite strains on government finances. “In the medium to long term, many countries face a far more difficult challenge. Public debt has grown too quickly for too long, and deficits are projected to remain high next year as well. Coming to terms with this will have a widespread impact on public spending as well as on consumers and companies – and will last a long time.”

Will the euro crisis affect Skanska’s markets? Will there be a domino effect? “I think the risk of contamination may be overstated, as a lot is being done at the moment to prevent this, both at the level of individual countries and at the European level. Hopefully these measures will have a calming effect and reduce the uncertainty. Although Greece has been in focus lately, it is clear that several EU member countries have strained public finances. If investors start to question the ability of more countries to service their debt, it could affect the banking system as well as other sectors and become a serious problem for the euro. So we are following those developments closely.”

Is there any stimulus money left? “There is lots of stimulus money at work worldwide. PPP investment depends on political decisions, which makes it very hard to assess how markets will develop. That said, the conjunction of strained public finances and large investment needs in many markets certainly appears to favor this mode of procurement and financing for large projects.”
Diversity – Good business from the inside out

On the surface there are many reasons why James Threalkill is a successful Senior National Director of Diversity Skanska USA. He is an acclaimed artist and teacher. He is an advocate for minority organizations and a leader in the community.

However, it’s what’s beneath the surface and his passion for strengthening communities that has guided Threalkill through his career and makes him a model for diversity leadership.

Threalkill leads Skanska USA’s commitment to proactively identify, include and support minority and women-owned businesses in the communities where they work. “We have a growing culture of inclusiveness which creates an enriching and dynamic environment for our employees,” says Threalkill. “It’s about providing our clients with the best we have to offer.”

His outreach efforts began when he received a scholarship to attend Vanderbilt University as an athlete and scholar. Upon graduation, he returned to the public housing community where he grew up and began to develop neighborhood youth art programs.

His work with the community and ability to create opportunities for minority- and woman-owned businesses are only two reasons why he received this year’s Impact Award as Corporate Representative of the Year from the Tennessee Minority Supplier Development Council.

Threalkill is no stranger to awards. In 1994, he received the Metropolitan Jaycees Distinguished Service Award and an Emmy Award for a mural created for the Viacom Television network. He was named CSAAM Man of the Year in 1997 and in 1998 the YMCA Black Achievers Program named him Achiever of the Year.

When I ask him what it is that drives him to coordinate youth activities, developing outreach and fundraising programs and helping woman- and minority-owned businesses, he replies, “I’m a part of the community. It’s where I come from and it’s something that I’ve always done.”

He served as Special Assistant for Community Affairs and Arts in the Office of the Mayor of Nashville, Tennessee, and worked as a teacher, before making his way to Skanska.

“There’s a strong business case for diversity, as well,” he continues. “Skanska is recognized for partnering with woman- and minority-owned businesses on our projects, and it becomes a differentiator with our subcontractors and clients.”

“We go way beyond any governmental quotas on our projects in regards to diversity issues. We want our projects to reflect the communities where they are constructed. People are proud to go to a sports stadium, for example, that has been built by people from their community. We give local talent the chance to benefit from business opportunities whenever we can. It really sets Skanska apart from the competition.”

In addition to working with youth, developing outreach and fundraising programs and helping minority-owned businesses, James Threalkill is also an accomplished artist.
New Karolinska Solna, just outside Stockholm, will break many records. The new university hospital is:

- Skanska’s largest contract ever
- The world’s largest PPP hospital
- Sweden’s first PPP building
- The first PPP hospital targeting LEED Gold certification

Skanska won the project based on its global track record in the Public Private Partnership (PPP) and hospital sectors. A “dream team” of individuals from Skanska ID, Sweden, UK, USA Building and Financial Services (SFS) produced results. The 320,000 sq m (3.4 million sq ft) program was developed in 18 months, from a clean sheet to a signed agreement – a new world record. Skanska is probably the world’s leading developer and builder of healthcare facilities.

The Stockholm County Council chose Skanska to manage financing, construction, operation and maintenance until 2040. The construction contract will total SEK 14.5 billion (roughly USD 2 billion).

“It is exciting and rewarding to be entrusted with creating a completely new university hospital of world class,” says Johan Karlström, Skanska’s President and CEO. “And it is reassuring that the political parties on the Stockholm County Council unanimously support the decision. It’s a sensible and historical agreement that will hopefully open the door for further PPP projects in the Nordic region.”

The hospital project is a pioneer in the PPP sector. Not only is it a first in Sweden, but it is also the first to be financed on the basis of strong public finances and favorable interest rates. This reduces the project’s total cost.

New Karolinska Solna will focus on patients. The evidence-based design of the facilities will promote rapid recovery, improve security, integrity and efficiency and reduce the spread of infection.

The hospital will be one of the first university hospitals in the world to be environmentally certified. The goal is to achieve a minimum of LEED Gold and the gold level of the Swedish certification system Miljöklassad Byggnad (environmentally classified building). In addition, construction will be conducted in accordance with Skanska’s Green Workplace concept, which includes measures to reduce climate impact.

Construction work will be undertaken by Skanska Sweden in cooperation with Skanska UK. This work will start in the summer of 2010, and the first patients are scheduled to be received at year-end 2015.
The big challenge

He has spent a lifetime building hospitals in Saudi Arabia, Thailand, Malta, the UK and Sweden. But nothing compares to New Karolinska Solna.

“This is great fun – and the most exciting ever. But the short time we had to develop it also made it the toughest.”

Meet Claes G. Johansson, originally a medical technology engineer, who has played a major role in the project.

“It may sound crazy, but it seems like I’ve been preparing for this all my life. Most of what we are doing on this project I have done in part somewhere else. Now it’s ’the big time’.

‘Preparing a bid for a project this size means a lot of work, of course, but we have a fantastic team. And we were all in the same office. Leaving the office at 10:00 PM, you could see architects busy redesigning a section. The next morning, we could continue work on a renewed design.

‘A co-located team is a key factor for success. Having everyone gathered in one office enables short meetings. It shortens the lines of decision-making.

‘And it improves cooperation and team spirit. ’This is ours to win was our battle cry.

‘Leveraging experience together

New Karolinska Solna is record-breaking in most respects. Skanska’s largest construction contract ever, possibly the world’s largest PPP hospital project to date and, what is most remarkable, the short time it took to develop the proposal and agree to the complex contract with the client.

It took a mere 18 months. In comparison, a recent UK PPP hospital required 45 months.

“The New Karolinska Solna is three times the size of Southmead, and we developed it in less than half the time,” says Magnus Eriksson, Commercial Director of Skanska Infrastructure Development and as Bid Director one of the key persons making New Karolinska Solna happen.

Sustainability

The facility will be classified in compliance with the Swedish Environmental Classification System as an “Environmentally Classified Building” and will be LEED certified.

Energy will be supplied by a combination of energy produced in-house and district heating/cooling through a heat pump plant that will include 140 drill holes and solar panels. Energy requirements for the building are estimated at approximately 124 kWh/sq m/year. At least 98 percent of the entire facility’s energy consumption will consist of renewable energy with low emissions of carbon dioxide.

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New Karolinska Solna timeline

Prequalification Dec. 15, 2008
Letter of Intent Dec. 29, 2009
Final negotiation April 30, 2010
Award June 4, 2010
Financial close June 30, 2010
Official groundbreaking Sept. 3, 2010
Completion At year-end 2015
A bid director’s responsibilities span most of the process, from prequalification and risk assessment, to defining content and price. “Everyone said we couldn’t make it in the short time we had.” Of course, this spurred the fighting spirit of the dedicated team of 200.

Pulling together the “dream team” made it happen – making full use of resources and experience. In addition to local talent in Sweden, the dream team included UK staff currently developing and constructing Barts and The London as well as specialists from Skanska USA Building’s Healthcare Center of Excellence in Atlanta.

“Our proposal included many innovations and improvements on the client’s initial preliminary design, and we had a goal-oriented, hard-working team,” Eriksson explains. “Skanska’s track record of hospital construction and PPP development was also key. We leveraged our experience driving complex transactions, pulling together expertise from every corner of the Company in development, construction, financing, investment and facilities management.

“Finally, Stockholm County Council is a thoroughly organized and motivated client. That really facilitated our work and was a crucial factor in our success.”

To be chosen, the bid had to cover all aspects: design, engineering, construction, operation and maintenance, and financing, as well as numerous specific green solutions for energy savings. The client’s specifications took up more than 2,000 pages. In addition to developing the proposal, Skanska brought partners on-board and secured key suppliers. After 18 months of long hours and long weeks, the team members will be happy to start working normal full-time hours.

Future fit: Life cycle thinking
How to make PPP projects as environmentally, socially and financially fit as they can be?

“The long-term nature of PPP projects means that understanding, managing and optimizing life cycle costs is crucial,” says Julian Desai, Life Cycle Director, Skanska ID. “Historically, design teams have tended to focus on the initial construction cost of their projects, but knowing that you’re going to be responsible for a project for 30 or 40 years forces you to think differently. Skanska ID has developed an in-house ‘optioneering’ model that will provide the best value for money into the future.”

Life cycle cost (LCC) techniques are supported by building information modeling (BIM) and are very useful in promoting Green Construction. Sustainable alternatives often cost less than conventional options over the long term because they use less energy or have lower maintenance costs. Green flooring is an example, such as at the New Karolinska Solna.

For the construction of New Karolinska Solna, 500 people will be recruited. Construction will take place over seven years and, at the production peak around 2012, approximately 2,000 salaried employees and skilled workers will be busy at the worksite. Skanska anticipates that about 500 new recruits will have to be found.

“We are starting up recruitment and looking for experienced and talented salaried employees and skilled workers in several areas. These include specialists in environment, health and safety, construction production and project management, and procurement and installation,” says Pär Ölsön, Project Director at Skanska Sweden and responsible for the construction project.

Wanted: 500

Ice hockey was part of the team building.

“Stockholm County Council is a thoroughly organized and motivated client. That really facilitated our work and was a crucial factor in our success.”
Clients are becoming more interested in green and want to buy buildings that will deliver value for money for a long time," says Julian.

A hospital for change
The New Karolinska Solna will bring a new approach to healthcare that is characterized by change. Patients are the focus, in single rooms contained in a multi-expert, multi-discipline wards.

"New Karolinska Solna will enable us to change our healthcare system and the way we work," says Lennart Persson, Professor and Managing Director of NKS, Stockholm County Council, who has lived and breathed the project for the past 10 years.

"Karolinska is a strong brand. But the current facilities don't match our ambitions. We shall be world-class in care, research and education."

"Karolinska is a strong brand. But the current facilities don't match our ambitions. We shall be world-class in care, research and education."
Healthcare Center of Excellence
An aging population, outdated hospitals and rapid advances in medical technology drive the U.S. healthcare market. With projects valued at about USD 4.5 billion, Skanska is one of the three largest construction companies in the U.S. healthcare sector.

Skanska’s Healthcare Center of Excellence (COE) provides the company with support and expertise in this industry. Steve Grossel, Senior Vice President of the COE at Skanska USA Building, was one of the experts who helped secure the New Karolinska Solna project in Sweden.

“I was thrilled to be on the team. New Karolinska Solna will be the best in the world,” says Grossel, who has a background in hospital construction as well as in hospital administration.

Hospitality is a salient trend in the healthcare sector.

“New hospitals in the United States tend to be more welcoming, with entrances and reception areas that are almost like those of a hotel. This is one of the features we encouraged in Sweden,” Grossel says.

“A green approach is also increasingly important. Hospitals are one of the largest energy users, so there is considerable potential for savings. We have a clear competitive edge in this field.”

Providence Newberg Hospital, in the state of Oregon, completed by Skanska in 2006, was the first hospital to achieve LEED Gold Certification. Since then, 17 Skanska hospital projects have attained or are in the process of attaining some level of LEED certification. Skanska recently completed its second LEED Gold certified hospital, Shands Cancer Center in Gainesville, Florida.

When asked about other trends in the sector that influence design and construction, Grossel gives a long list. One trend is rapid advances in medical and information technology, which frequently require new or renovated facilities. Another is the drive for greater efficiency and use of “lean” principles in hospital operations and therefore in design. Moreover, hospitals are finding more and more that they must be competitive to attract doctors, patients, staff and, in some cases, research funding.

Evidence-based design has taken hospital design in a new direction. For example, single-patient rooms are not only about comfort. It has been scientifically proven that a single-patient room — with defined areas for patient, wardroom, staff and visitors — promotes hygiene, health and recovery. When paired with high quality and easily-cleaned interior finishes, this design results in fewer infections. And rooms with a view and more natural daylight relieve stress and contribute to healing.

“There’s care is organized in a different way,” Grossel explains. “New hospitals are designed with a greater patient focus. Moving patients around between different departments and specialists is a thing of the past. Wards are smaller, and staff are grouped in smaller units, many times without a central nursing station. Most specialists and services are now located closer to patients.”

“These factors are in addition to extras such as cafés and restaurants, internet access, valet services, beauty salons, massage therapists and fitness centers. Soon the doctors’ and nurses’ uniforms will be the only sign differentiating a hospital from a resort hotel.”

USA Building BIM hospital study
Can building information modeling (BIM) and Lean Construction methods in combination raise productivity? This question will be answered by Skanska and research teams at Stanford University and the University of California, Berkeley. The BIM and Lean methods will be used at Skanska’s hospital project Queen of the Valley Medical Center, for Saint Joseph Health System. Skanska USA Building’s Oakland office, responsible for construction management, will be assisted by Skanska’s BIM Competence Center in Finland. The research project will also identify what metrics can be used to measure the impact on production.

Skanska is a member of both the Center for Integrated Facilities Engineering (CIFE) and the Project Production Systems Laboratory (P2SL) at UC Berkeley. The Company plans to collaborate with both research groups to explore the relationship between BIM and Lean Construction methods when they are used on the same project. Skanska will be represented by its BIM Competence Center in Finland and the Oakland office of Skanska USA Building.

Winning the healthcare marathon
The Private Finance Initiative (PFI – PPP) in the UK began in 1992, and the first hospital projects were signed in 1997. There are now 200 hospital projects representing more than GBP 12 billion (USD 18 billion). Thirty-five of those projects are worth more than GBP 100 million (USD 152 million), and the largest of them, Barts and The London, worth more than GBP 3 billion (USD 4.5 billion), is in Skanska.

“Success is about longstanding partnerships and long-term client relationships,” says Martine Gagnon, Portfolio Director, Health for Skanska ID. “Hospitals are large complex projects, and concessions can be up to 42 years. We’ve developed a lot of expertise and assembled a diverse, multi-disciplinary team that understands healthcare.”

Skanska ID is responsible for project development, concession management, operations equity investment and financing. Skanska UK is the design-build contractor, and Skanska also provides facilities maintenance.

“We share and transfer knowledge from project to project, we focus on understanding the needs of our healthcare clients and our partnership approach extends beyond Skanska to companies such as Innisfree and HCP with whom we have long-term relationships,” says Martine.

“We’ve developed processes to evaluate whole life costing which help us find the best and cheapest alternatives over the life of a building, as opposed to those that are simply cheapest at the time of construction,” continues Martine.

“This ties into sustainability and other less tangible benefits that make a difference over time. We’ve built up a large base of knowledge.”

With seven Skanska projects in the UK worth a total of GBP 2.5 billion (USD 3.8 billion) and the New Karolinska Solna hospital in Sweden, the biggest healthcare PPP worldwide, Skanska is in a healthy lead in the long-distance healthcare race.

“When you build and operate PPP/PFI projects, you have to look at the big picture and offer added value that goes way beyond that of being just a contractor. Our most successful projects are when we have a One Skanska approach,” concludes Martine. “When we’re disjointed, we lose. When we work together, we win.”

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“We share and transfer knowledge from project to project, we focus on understanding the needs of our healthcare clients and our partnership approach extends beyond Skanska to companies such as Innisfree and HCP with whom we have long-term relationships,” says Martine.

“We’ve developed processes to evaluate whole life costing which help us find the best and cheapest alternatives over the life of a building, as opposed to those that are simply cheapest at the time of construction,” continues Martine.

“This ties into sustainability and other less tangible benefits that make a difference over time. We’ve built up a large base of knowledge.”

With seven Skanska projects in the UK worth a total of GBP 2.5 billion (USD 3.8 billion) and the New Karolinska Solna hospital in Sweden, the biggest healthcare PPP worldwide, Skanska is in a healthy lead in the long-distance healthcare race.

“When you build and operate PPP/PFI projects, you have to look at the big picture and offer added value that goes way beyond that of being just a contractor. Our most successful projects are when we have a One Skanska approach,” concludes Martine. “When we’re disjointed, we lose. When we work together, we win.”
Global learning for safety

Global Safety Stand Down – the initiative to show respect for the deceased and their family, friends and co-workers and to provide an opportunity to encourage learning and drive change across Skanska – is making a difference.

Introducing Global Safety Stand Down (GSSD) in late 2008 was one of several steps forward for safe workplaces, along with executive site safety visits. Since late 2008, there have been 12 GSSDs.

Neil Moore is Skanska’s Health and Safety Manager and heads up the Knowledge Expert Group of Safety Performance Network, highlights four improvements.

• Raised awareness of events that were happening but not widely known.
• Recognition that similar accidents are happening in many Skanska BUs.
• Change encouraged by spreading understanding of the causes of an accident.
• Safety higher on the agenda so more people know they have a role to play.

Within three weeks of any accident, a safety briefing is completed across Skanska. 49,000 employees and innumerable suppliers have shared and discussed the lessons and what actions to take locally.

“We have examples where immediate response to a GSSD in a business unit different from where the accident took place prevented serious injuries,” says Neil Moore.

For example, USA Civil changed the unloading of metal posts after learning from an accident in Norway.

Following their accidents, Skanska Commercial Development Europe, Skanska Poland and Skanska Czech Republic have made significant changes to the way they manage safety. In Sweden, the way temporary work is managed has changed completely.

Following fatalities, Skanska UK led industry changes in the use of mobile elevated work platforms and quick hitch attachments to excavators. In Poland, Skanska launched an initiative for producers to investigate whether similar situations could occur.

“The GSSDs definitely have driven change in Skanska. We can always do more, but there have been significant improvements. In any future GSSD, we will not only communicate the actions taken by the BU having the accident but also those taken by other business units as a result of what they’ve learned,” Moore concludes.

“We can accomplish our aim of Zero Accidents. We need to improve our learning and sharing of the causes behind accidents so that we all may learn and avoid suffering,” says Johan Karlström, Skanska’s President and CEO.
New home for Jets and Giants

Bringing Super Bowl 2014 to the New Meadowlands Stadium is the ultimate victory.

It helps to have a new arena if you want to host the Super Bowl. Winter temperatures in the north usually mean southern stadiums have the advantage, but not this time. The new arena, two top NFL teams and 19 million fans in the New York/New Jersey region made the New Meadowlands unforgettable. The Super Bowl is the most watched U.S. television broadcast and who typically with more than 100 million viewers. Meadowlands will definitely become a household name.

The owner could not be more satisfied. Worldwide spoke to Mark Lamping, President and CEO of New Meadowlands Stadium Company, which is co-owned by the New York Jets and the New York Giants.

“We are very proud to sustain this for the Super Bowl. We look forward to hosting this opportunity to show our new arena to the world,” Lamping says. “This year if the Jets and Giants make it all the way to the final! That would really be something.

This is a dream come true. And if I’m allowed to keep dreaming it would be for a World Cup final in 2018 or 2022. If the United States is selected to host the FIFA World Cup.”

Lamping is not surprised with Skanska’s performance. “The quality of construction is well beyond standard and with the environmental, safety record. Both owner clubs, Meadowlands Stadium, ethics, environmental and safety approach were crucial to their being selected to build our new stadium.

You can judge the quality of construction in many ways. But whatever parameters you choose, this is a model project from schedule and budget standpoint, as well as the inclusion of minority subcontractors and high morale. No one could have done a better job. Frank Falciani and his people have done great things here. I could not have dreamed we would see the results we see today.”

The old stadium from 1974 had seen better days.

Alf Lindström

Photo Scanpix

Per Anders Pettersson
“A new stadium is very important. Competition for sports and entertainment dollars is getting tougher. We not only compete with other NFL teams but with other stadiums in this market for other events,” Lamping explains. “With the new stadium, we have a competitive edge for a wide range of events.

“Now we have a comfortable and welcoming arena that will add to the enjoyment of our visitors. Equally important is that it is easy to access and for fans to get around once inside the stadium. We want short lines to whatever they need. Our information technology is also state-of-the-art.”

Lamping hopes that the stadium will give the teams a competitive advantage.

“First and foremost, we want players and teams to feel they have a home field advantage. I am positive that the 360-degree seating bowl will make it a very loud building and become a motivating factor. It will not be an easy venue for visiting teams.”

Having two owners involves certain challenges.

“We want both teams and their fans to feel it’s their own home ground. It was a challenge for us to accomplish that without using the specific team colors or logos in the architectural design. Now we have accomplished that with technology. Every corner from outside in will be individually colored for specific events by a flick of the switch. Screens and scoreboards give the ability to highlight the colors of the team that happens to be playing.”

The stadium will open now, though not yet complete. “Buildings like this should evolve constantly and be upgraded by employing new concepts. We have already made the commitment to upgrade the building by adding a new club in the main entry hall.”

Today, it is still called New Meadowlands Stadium, but the final naming of the arena remains to be settled. Negotiations are underway, but when asked for the price to have the stadium named after your company, Lamping is not specific.

“Of course, it will be a significant investment – but a bargain at any price!”
The Meadowlands Stadium in New Jersey is ready. In May, Bon Jovi rocked the stadium for three nights, entertaining a total of 150,000 spectators. Later, the stadium’s owners, the National Football League’s New York Jets and New York Giants, will start the season on their new turf. The New Meadowlands Stadium in East Rutherford, New Jersey, will be home to 82,500 football fans and the venue for the 2014 Super Bowl. The majestic arena has been built for American football but will host concerts and other events all year round. The football season starts in September.

But the arena events got off to an early start this spring. Thanks to Skanska completing the stadium four and a half months ahead of schedule, Jon Bon Jovi and his band were able to perform three concerts in May that were originally planned for later in 2010 or for spring 2011. Early completion brought an early bonanza for Bon Jovi fans. Before that, 77,000 cheering soccer fans rocked the arena as Mexico and Ecuador’s national teams took the field. The scoreless game in April. The low-profile opening offered an opportunity for spectators, there are no less than 52 concessionaires, with every kind of food you could wish for. There’s even a mariachi bar worthy of an upscale nightclub. And several of the lounges are so solemn in design that you might expect the Federal Reserve Board to meet there.

The new arena is 100 percent larger than the old Giants stadium that it replaces. The old one was demolished this spring and recycled. Its footprint is now paved and used for parking.

“You don’t get five months ahead of schedule if you don’t keep track of all that’s happening on the field, and also follow activities in the post-game press zone. The Coaches Club has 2,200 seats and a bar serving snacks and drinks.

To cater to the spectators, there are no less than 52 concessionaires, with every kind of food you could wish for. There’s even a mariachi bar worthy of an upscale nightclub. And several of the lounges are so solemn in design that you might expect the Federal Reserve Board to meet there.

The building is seven stories tall, about 197 feet (60 meters), having three concourses with three suite levels between. Most service facilities, as well as offices and the large central kitchen, are at ground level under the lower concourse.

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Expert network for sharing

All the expertise you might need at the OneSkanska site. Now the Company’s critical expertise is mapped and easy to find. With the Skanska Knowledge Map, there is no excuse to be lost.

The pioneers were groups for Skanska Foundation Group, Environmental Performance Network, Safety Performance Network, BIM and Research & Development.

Networking has been the name of the game for these expert groups for years, and Theresia Olsson Neve, Knowledge Sharing Manager, who developed the new global knowledge-sharing approach, has incorporated these groups.

"Doing the right things is key to success. Sharing best practices and avoiding errors are the best ways to achieve positive results. While developing the global knowledge-sharing approach, I’ve heard so many times, ‘I know we have the expertise within the Company, but how do I find these people? We need the right competence. Here’s the tool,’ she says."

Today we have 11 global expert groups within Skanska. Each group is led by a Knowledge Manager and follows a specific process and is sponsored by the Group’s Senior Executive Team.

The Knowledge Managers and the Experts are the main points of contact for their specific competencies – in real life as well as on The Skanska Knowledge Map.

"Design/Build is a science and an art form," says Bill McGuinness, Knowledge Manager Design/Build in Civil Construction. "There are tools and techniques that can make a good builder into a great designer-builder. The purpose of our expert group is to bring together our best practices, help, train and position the right people in the right places and then to support them through a global network of our best practitioners."

"Combining our world class construction expertise, project development skills and project finance know-how uniquely positions Skanska to take on projects with a scope beyond that of a traditional contractor," says Marie Passburg, Knowledge Manager Project Financing. “The New Karolinska Solna project is a good example, where Skanska’s project finance specialists and legal team in the UK have been a great support to the local team.”

Find out more at The Skanska Knowledge Map, under Tools & Services, at OneSkanska.
Heron Tower soars a record-breaking height of 202 meters into the London skyline. With its 28-meter mast, Heron Tower will reach 230 meters on completion, making it the tallest building in the City of London.

Gerald Ronson, CEO of Heron International, London’s Lord Mayor Nick Anstee and Johan Karlström, Skanska’s President and CEO, jointly conducted the final casting of concrete at level 46, the tower’s highest floor.

From the top floor at 110 Bishopsgate, close to Liverpool Street station, you have a bird’s-eye view of London. Tower Bridge looks like a miniature, and visitors can even look down on the neighboring Swiss Re Gherkin, another Skanska project.

The owner of London’s tallest office building was naturally proud. “I believe that Heron Tower has come to market at the right time,” said Gerald Ronson, CEO of Heron International. “As we top out today, Heron Tower is the tallest building in the City of London. And I am confident that this will remain the finest office development of its kind in the City of London for many years to come.”

Countdown to 2011

Although the topping out ceremony was a great day with 300 guests, Gerald Ronson was eagerly looking forward to the first quarter of 2011, when Heron Tower will be completed. “We begin the countdown to completion, less than 50 weeks away”, he said.

Lisa Ronson, Commercial Director of Heron International, was equally proud: “Heron Tower will be the No. 1 business address in the City of London, the financial capital of the world. Straddled between the U.S. and Asian time zones, the development’s offices will be open 24 hours a day to meet the needs of the financial world. A restaurant and sky bar on the upper floors will be open to the public, offering spectacular views.”

Already you can spot Heron Tower’s unique design: every third floor has a three-story atrium. The offices grouped around each atrium are called a village. The atria are spread along the entire building, forming a vertical landscape with villages along the “road.”

Solar-powered Heron Tower has achieved a BREEAM Excellent rating. [Ed. Note – BREEAM is a British environmental certification system similar to LEED.] The façade facing south will have 3,000 sq m (32,292 sq ft) of photovoltaic cells – one of the largest arrays in the UK – that will generate renewable energy and create a solar shield. The triple-skin glazed façades will also reduce heat gain and loss by 45 percent, compared with standard glazing. The slender structure, clad in glass and stainless steel, is located in a dense, bustling area. In a crowded urban district, logistics are the biggest challenge.

“Safety has been our top priority from day one – working at such extreme heights and just meters away from probably the busiest pedestrian routes in London,” says Gary Clifford, Operating Director, Skanska UK.

Bird’s-eye view of London

Heron Tower tops out. 46 stories up, Heron CEO Gerald Ronson, London’s Lord Mayor Nick Anstee and Skanska President and CEO Johan Karlström jointly conducted the final concrete casting.

Text Alf Lindstrom  Photo Holger Staffansson
Then ...

It was around 1910 and construction could still be carried out in an elegant straw hat. The gentlemen in the picture taken somewhere in Sweden are busy building the country’s first intercity telephone lines. Before that, cities were rarely connected. Stockholm even had its own phone company. This project was called Telecom Director Axel Hultman Inter Urban Cable, named after its initiator Axel Hultman (1858–1932). The cables ran in concrete cable blocks, which were a prominent feature in Skanska’s early product catalogue.

Awards

Skanska awarded for model apprenticeship training

The City of Helsinki Education Department has rewarded Skanska Finland for its efforts as a model apprenticeship trainer. Four Education Departments in the metropolitan region organized Apprenticeship Week to promote the training system. Skanska was one of four award-winning companies in the region.

The Sunday Times Best Green Company Awards

Skanska UK was named by the Sunday Times as the Second Best Green Company across all industries in the UK, improving on its 3rd-place position achieved in 2009. In addition, Skanska UK received awards for Best Large Firm and an award for Best Corporate Environment Strategy. Skanska is now the Leading Green Construction Company in the UK.

“Those Times Best Green Company Awards are evidence to me of just how deeply embedded Greens in our culture at Skanska,” says Mike Putnam, Business Unit President for Skanska UK. “Our drive towards becoming the leading Green Contractor has become a reality in the UK.”

Apolo Award da capo

For the second consecutive year, Skanska Latin America has received the Apolo Award from the Spanish company Endesa. Skanska LA in Peru developed a procedure for maintenance service on turbines for its client Empresa Electrica de Piura S.A. (Eepsa). The procedure helps to improve efficiency and safety. “This fills us with pride and is proof of the effectiveness of our safety practices that we apply on a daily basis. I would like to congratulate everyone involved in this effort, in which the client participated in a generous manner,” says Diego Arpa, Area Manager in Peru, who accepted the award.

Skanska most attractive employer among construction students

For the second year running, Skanska has been ranked the most attractive employer among construction students in Finland, according to the Universum Finnish Student Survey 2010. Students from 48 leading universities took part in the survey, conducted by Universum.

American Institute of Architects

The Tampa Museum of Art received the Certificate of Honor Award, the highest commendation possible in the category of Excellence in Architecture, at the annual awards ceremony of the San Francisco chapter of the American Institute of Architects. The Curtis Hixon Waterfront Park, built by Skanska adjacent to the Tampa Museum of Art won in the Public Category (Outstanding Contribution to the Community).

UNEP membership

The UNEP (Environment Programme), UNEP, acknowledges Skanska for the Company’s efforts within Sustainable Buildings and Climate Initiative.

A First Green

The Grunwaldzki Center office is the first in Wrocław to fulfill the requirements for environmental certification in accordance with the EU GreenBuilding program. The energy consumption is at least 30 percent below the requirements in the Polish norms. Skanska recently sold Grunwaldzki Center in southern Poland to the German investment fund BREEF.

Skanska LA earns Safety Award in Chile

The Chilean Construction Chamber recognized Skanska’s excellence in safety and awarded the BU with six stars, the highest honor granted. This prize acknowledges Skanska’s safety compliance over the past years, as it is awarded for the achievement of three goals: Qualifying in the five-star category at least three times in the past five years, no fatalities reported in the past two years and obtaining results that lead to a Chilean Construction Chamber security index under 60 points.

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School’s out means business

The second round of the Skanska Global Training Program (GTP) ended this spring. For the trainees, this means business. For the GTP, it means a break and the start of a new internal training program.

“We will put more effort into developing our high-potential young people in-house,” says Vernica Rörsjö, Senior Vice President Human Resources. “For the time being we will prioritize developing a top-class program for this group. So we will not initiate another round of the Global Trainee Program in the near future.”

A recent evaluation of future strategy and priorities pointed towards enhanced focus on our internal talent. The new internal training program is currently being developed in cooperation with local BU human resource representatives.

Increased diversity was one of the important factors for GTP. “Diversity is still a high priority, in programs like the Female Mentorship Program and others customized for local needs,” Rörsjö says.

GTP has run two times, each time for 20 months. The first group started in 2007 with 13 participants, and the second in 2008 with 22 participants. The 35 trainees were selected from among 5,000 applicants.