Now...

**Skanska is responsible** for 11,700 kilometers (7,270 miles) of highway in 11 different regions of Sweden, from Skellefteå in the north, to Göinge in the south. Skanska has its largest and longest contract in Blekinge, covering 1,660 kilometers (1,031 miles) of roads and extending over an eight-year period.

In addition to snow plowing and road clearance, the assignments for the Swedish Road Administration involve de-icing activities, such as salting and gritting of roads, as well as maintenance, including signage and asphalt paving. The snow plow in the picture was captured in Björklinge about 100 kilometers (62 miles) north of Stockholm.
New chance for ex-offenders

In the UK, ex-offenders are getting a second chance to have a good life. It’s a chance for a new start - a life in freedom, a stable income and an address.

The real stars of this issue are three ex-offenders. I met three colleagues - Errol, Michael and John - who have served their time, taken the training courses and proven their ability.

Now they are no longer ex-offenders – they are high performing colleagues who have won a battle over, as one of them puts it, their “colorful past” and started a new and better life.

Now they are all working on a very large gas pipe project in London, UK. They have positions with great responsibility for both the client and the client’s clients.

Getting a job is the big difference - not only for the guys themselves but also for the people around them. And with Skanska, it’s not just a job; it’s a career opportunity. Errol, Michael and John all testify to the pride of their mothers, partners and children.

Get to know your colleagues in this issue!
alf.lindstrom@skanska.se

E-business goes g-business

The world’s largest online marketplace, eBay, is making e-business green business.

Skanska provided construction management services for eBay’s new LEED® Gold data center, increasing capacity, reliability and efficiency, while cutting costs.

It’s not just what you do, but how you do it

Skanska’s client, Hospital Corporation of America, is investing in a project that will ensure Regional stays completely operational after an earthquake.

A new year of Unlimited prospects

This is the third year that Skanska has run its global exchange program, which enables 35 Skanska employees, regardless of age or role, to work abroad in a different business unit for up to six months.
Asphalt in the black

Don’t re-invent the wheel. Issues are joint. Knowledge is shared.

This is the war cry for the first ever Skanska Asphalt Workshop, held in the city of Lednice, Czech Republic. The workshop was attended by 42 asphalt technology experts from nine Skanska markets at the invitation of the Central Europe Civil Cluster.

"By cooperating and making use of synergies, we can not only share experiences but also avoid wasting energy, time and money," says Aleksander Zborowski, Chief Technologist at Skanska Poland and co-organizer of the meeting.

This first meeting resulted in the creation of the Asphalt technologies network that has already started to take advantage of the contacts established and continues to cooperate on a daily basis. In 2012, the network will hold its next full-scale joint meeting in Sweden.

An eye for architecture

Oculus is the Latin word for eye. And this stunning New York building will certainly be an eye-catcher. The Oculus is the Santiago Calatrava signature winged structure that will serve as the main access point to the PATH commuter train at the new World Trade Center Transportation Hub. Skanska USA Civil's operating unit Skanska Koch will construct the structure that will frame the Hub’s main concourse.

A successful cluster

In January a special cluster meeting took place, assembling Czech, Polish and Slovak colleagues from road and bridges construction. Nearly 100 people participated in the Skanska 2011 Winter Games.

The games were a brilliant example of how to create an inspiring atmosphere “outside the box.” And just like downhill skiing, successful clustering is all about choosing the right path through the gates.

High return on Chile highway

Skanska is selling its 50-percent share in the PPP highway Autopista Central in Santiago, Chile. The sale is expected to result in a gain after tax of about USD 730 million. The sale is expected to be completed during 2011.

"This deal will give a very good result for Skanska and our shareholders. The investment in Autopista Central is Skanska’s most successful ever," says Johan Karlström, Skanska’s President and CEO.
First steps taken

First steps taken for profitable growth. The project development businesses launch into new areas.

Skanska will utilize its financial synergies to expand the residential, commercial property and infrastructure development businesses in public-private partnerships (PPPs). The first steps include acquiring land and establishing new offices. Here are a few of the most recent firsts.

1 It’s Norway or no way

Skanska Commercial Development

Norway is launched, established and open for business. It has acquired its first lot in central Oslo and is actively looking for more land.

“There is major potential for new, modern and green offices that can attract tenants and investors in Oslo,” says Jörgen Eriksson, Head of the new Commercial Development unit.

2 Cambridge came first for Skanska homes in UK

Skanska homes sell out in the Nordics. Now, the success factors are being applied in the United Kingdom. Value for money and green quality are the unique selling points when Skanska expands to residential development in the UK.

The first lot for UK residential housing development has been acquired in Cambridge.

Construction is slated to start this year for upmarket properties: about 58 detached homes and 40 apartments.

“This is a good start for us as we move toward becoming a UK developer and home builder,” says Magnus Andersson, president of Skanska Residential Development UK.

3 Building on the Polish brand

Skanska is one of the strongest brands in the Polish market. Bolstered by this position, Skanska is now starting an entirely new unit for residential development in Poland.

Nicklas Lindberg will head the Skanska Residential Development unit in Poland. “We hope that our long experience in construction and project development, combined with a strong brand in Poland, creates a solid basis for performing well in the residential market, too,” says Niklas, who also serves as President of Skanska Property Poland.

4 Growing with the wind

Skanska and the wind-power company O2 are cooperating in developing a new wind-power park that is expected to be one of the largest in Sweden. The cooperation includes financing, construction, operation and ownership of the new Sjiska wind-power plant, located on a low mountain range in Gällivare Municipality south of Kiruna in northern Sweden.

“This fits well into Skanska’s ambition to be the leader in green construction and to contribute to a more sustainable society,” says Göran Carlberg, Project Development Director, Skanska Infrastructure Development.

5 A second and third in the U.S. capital

Skanska USA Commercial Development, recently broke ground at 1776 Wilson Boulevard in Arlington, Virginia, its second owned project in the Washington, D.C., area.

The 1776 Wilson Boulevard project, a fully-designed Class A office building, will comprise 108,000 rentable sq ft (10,033 sq m) of virtually column-free office space and 26,000 sq ft (2,415 sq m) of ground-level retail space. The building will be five floors above grade on Wilson Boulevard and three floors above grade on Clarendon Boulevard. Skanska USA Building will be responsible for construction.

Skanska Commercial Development USA also closed on a third purchase in the region. The development site, known as Capitol Plaza III, is centrally located in the NoMa submarket of Washington, just blocks from Union Station and Capitol Hill.

6 And a double first in Boston and Houston

Lots with building rights for commercial property development projects have been acquired in Boston, Massachusetts, and Houston, Texas. Skanska Commercial Development USA has also established a presence in Seattle, Washington.

7 New Business Unit

On January 1, 2011 Skanska got a new family member as Skanska Industrial Production Nordic (IPN) turned into a separate Business Unit. IPN is one of the most important drivers behind Skanska’s effort to industrialize a bigger share of the construction process. Whenever there is an opportunity to move work from site into a factory, to reduce work hours and improve safety performance, IPN intends to be the natural choice for our internal colleagues. Industrialization does not come without costs, costs in terms of more disciplined pre-planning, costs in terms of strict execution and costs in terms of adhering to standards. But the benefits are great; lower total cost, less accidents and better quality.

Yes, Prime Ministers

After meeting at 10 Downing Street in London, the prime ministers of Sweden and the UK, Fredrik Reinfeldt and David Cameron (left and right in the photo), went together to visit the Skanska team at The Royal London Hospital to discuss their mutual interest in the Swedish-British cooperation at one of Skanska’s largest PPP/PFI hospital projects.

Although both prime ministers were naturally very impressed by the scope of the operation, it was the hospital’s performance in the area of sustainability that stood out. For example, 92 percent of the waste at the hospital is reused or recycled, and transport is reduced by the use of an off-site consolidation center. Moreover, 15 percent of jobs filled by granted to the local community. Among the diverse workforce, 123 people earned a National Vocational Qualification (NVQ), which is a competence-based award.
# Profitable Growth

In 2015, Skanska will be bigger and more profitable

Going forward all four business streams will grow. In construction, Skanska will win market shares and grow more than the market while improving profitability. Project development businesses will grow even more. The company will use its financial synergies to expand residential, commercial property and infrastructure development (PPP) businesses.

Best in class on margins, the safest company in the industry and the leading green construction and development company - that's Skanska in 2015.

Worldwide asked the Business Unit Presidents how they will achieve these goals.

## What are your primary growth opportunities?

The residential market is our biggest growth opportunity. We will also grow in bundled construction, where we buy land and develop projects together with external parties or RDN and CDN.

To take full advantage of growth around Norwegian cities and to increase our market shares in these areas. If we can successfully utilize all the expertise and competence within “One Skanska,” we will have a huge advantage that will enable growth.

## What are your main challenges?

It is crucial for us to attract great employees if we are to increase our business volume. Another challenge for us is to drastically reduce our workplace accidents. Accidents bear a high cost – financially, of course, but mostly in human suffering.

Our main challenge is to recruit and retain competent employees. Secondly, we must ensure that we can benefit from our in-house competence when we enter into engineering, procurement and construction contracts with public clients.

## What will your BU have accomplished by 2015?

We are the most successful construction company in Sweden. We are viewed as the leader in green construction and safety.

We will be the leading Norwegian development and construction company while remaining one of the most attractive employers in our industry. We will be a role model in terms of ethics and safety and have a green profile in all of the projects we carry out.
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<tr>
<th><strong>What are your primary growth opportunities?</strong></th>
<th><strong>What are your main challenges?</strong></th>
<th><strong>What will your BU have accomplished by 2015?</strong></th>
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<tr>
<td>These are residential, commercial and bundled construction, as well as green refurbishment and energy and environmental projects.</td>
<td>We need to retain and hire good people and help them to practice Skanska’s values and way of working. We want to turn around underperforming entities and also achieve a balance between risks and opportunities.</td>
<td>We will have significantly increased profitability and expanded from 2010 levels. We will also have hired a large number of new employees.</td>
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<td>There are still spots on the map of Poland where Skanska is not yet present. Our strategy is to expand to more areas than we now cover to capitalize on business opportunities using our successful business model.</td>
<td>Expanding our company, especially in terms of human resources, will be the biggest challenge. Adjusting our support functions to the growing needs of the company will also be a challenge.</td>
<td>We will have doubled our sales in core activities. Skanska’s values, business model and culture should be the driving force for further development in Poland.</td>
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<td>The current market conditions in Czech and Slovak markets are not showing enough space for extensive growth opportunities. However, we intend to improve our position in the Slovak market through the recent acquisition of the SkyBau construction company, which specializes in reinforced concrete cast in-situ, residential construction and community and industrial projects. We also see great growth opportunities through cluster cooperation with our Polish colleagues, mainly in infrastructure.</td>
<td>Our main challenge is to change market conditions towards higher transparency. We see both opportunities and challenges in the cooperation with our sister company in Poland, the start of PPP in the Czech market, R&amp;D, green projects and the BoKlok affordable home concept.</td>
<td>We will be respected as a market leader in the construction industry, not necessarily in terms of volume, but as a result of our operating margin, innovation, technology, safety approach, processes, green construction and especially our behavior in relation to the Code of Conduct.</td>
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<td>Skanska Residential UK is a new Skanska business unit and we will focus on building a presence in the outer London area as well as urban areas and cities within commuting distance to London. We foresee a great opportunity to establish Skanska as a sustainable residential developer in this new market.</td>
<td>Identifying and recruiting the best talent in the market so that we can build an outperforming team is of course crucial. We also need to find the right land in the right locations in tough competition with other house-builders and make sure we deliver on our promises when it comes to quality, customer focus and sustainability.</td>
<td>By 2015, Skanska RD UK will have established itself as a recognized developer of high quality, contemporary and green homes in the UK. We will produce several hundred new homes each year and form an important part of Skanska’s residential development business.</td>
</tr>
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<td>We are now focusing on Warsaw, Krakow and Wroclaw as the first markets in Poland for establishing our residential business. We are looking for land in these markets.</td>
<td>The main challenge is to find the right sites to be able to establish a site portfolio for the future, while another challenge is to find the right people to be able to build a successful business.</td>
<td>We have projects up and running in all three markets, some of which have been completed, sold and delivered to the clients.</td>
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**Juha Hetemäki**
President, Skanska Finland

**Krzysztof Andrulewicz**
President, Skanska Poland

**Dan Ťok**
President, Skanska Czech Republic and Slovakia

**Magnus Andersson**
President, Skanska Residential Development UK

**Nicklas Lindberg**
President, Skanska Residential Development Poland
| Mike Putnam  
President, Skanska UK | What are your primary growth opportunities? | What are your main challenges? | What will your BU have accomplished by 2015? |
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<td>We are seeking to expand in the new sectors of green business and bundled construction, as well as in the energy sector. We also aim to increase our regional presence.</td>
<td>We need to secure profitable work, while also delivering sustainable business and we want to develop new finance models and solutions for PFIPPP and bundled construction. Naturally, it is important to have the right people with the right skills, particularly for the new market areas identified above.</td>
<td>We shall be the recognized leader in the five leadership focus areas, truly leading and pushing the boundaries ahead of our competitors.</td>
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| Bill Flemming  
President, Skanska USA Building | Demand for infrastructure renewal is significant across the U.S. Many of the projects lack funding, which will increase the need for alternative delivery methods. Being well positioned to compete in the design-build-finance and PPP sectors will afford us opportunities for higher margins and limited competition in highway, transit and, very likely, water and wastewater projects. | Competition coming from old players trying new things or new players altogether. We must strengthen our U.S. brand that differentiates us and positions us as both a local and global player. | We will have increased market share by utilizing our Centers of Excellence, which focus on healthcare, sports, federal, mission critical and aviation. We will be known as a leader in green and a full-solutions service provider. We will collaborate with USA Civil and Commercial Development on an increased number of projects. |

| Rich Cavallaro  
President, Skanska USA Civil | The greatest growth opportunities are in Argentina, Brazil, Chile and Peru, which are Latin America’s main commodity exporters and have growing needs for production and transportation infrastructure. We also have great expectations for our entry into the Colombian market. | Competition is fierce, with more domestic players competing for large, complex jobs and increasing competition from international firms. Acquisitions are time-consuming and hard to come by, and there are funding shortfalls in all of our markets, particularly those markets that rely on state and federal funding. | We will be a national, civil contractor with a presence in every major urban center in the U.S., where we will offer our full range of capabilities. We will cooperate with USA Building, Infrastructure Development and Commercial Development on an increased number of projects. |

| Hernán Morano  
President, Skanska Latin America | We see opportunities for our wooden homes and structures business to grow with Skanska’s volumes in the Nordic region. We also see growth opportunities in Skanska’s existing volumes by delivering more efficient production than our competitors. | We need to diversify our customer portfolio in Brazil to incorporate areas other than oil and gas. In addition, we must prepare for the commercialization of green in Latin America. | We will have achieved profitable growth, with a more balanced distribution of revenues among the operating units. Knowledge-sharing, exchange of best practices and collaboration with other BUs will be an everyday practice. |

| Anders Göransson  
President, Skanska Industrial Production Nordic | We have an industrialized and comprehensive method of producing high-quality wooden houses and structures at low cost. We deliver single-family homes through RDN in Finland, Norway and Sweden and BoKlok homes to BoKlok Housing’s markets. We will be active in an additional European country and be the leading concrete structure producer in the Nordic region. | Our greatest challenges are finding the right personnel, the right plants and appropriate forms of cooperation with other business units. | |
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<td>To grow in our existing markets, using all of our products in all of them. Today, we are not leading in any of our markets, so we have market shares to win. Last but not least, it is most important to have the right people onboard.</td>
<td>Our main challenges are getting the right people and competencies onboard, buying the right land at the right time and controlling costs, while becoming even more consumer-oriented.</td>
<td>We have clear goals. We will be in a leading position in our markets and we will be our target customers’ first choice when buying a new home.</td>
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<td>We want to maintain high market shares in Sweden, grow in Denmark and Finland, and become established in Norway.</td>
<td>Keeping and developing the right people is a challenge, along with finding new land in some of our geographies and balancing increasing construction costs with market conditions.</td>
<td>We will be the leading developer in all our locations, offering a Deep Green building approach through a customer-focused organization and with optimal safety standards.</td>
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<td>We foresee increased project volume by business expansion in existing markets and exploration in new markets. We will make land acquisitions in existing and new markets, and in new regional cities in Poland, while also evaluating opportunities in Slovakia and Romania.</td>
<td>Our challenges are from macroeconomic conditions: slow domestic demand, the continuing effects of the financial turmoil and slow green demand in local markets.</td>
<td>We will have increased the number of new project starts, achieved Central European expansion and secured the leading position in the local market for green and safety.</td>
</tr>
<tr>
<td>Self-developed office projects in urban locations in four selected geographies: Boston, Houston, Seattle and Washington, D.C. Projects can consist of any commercial product type as long as we can handle execution and exit risk.</td>
<td>We will see increased competition when the debt and equity markets recover. Any continuing high unemployment and recession will prolong the lease-out process of started projects in the early years of the business plan period. With a growing organization, we are challenged to establish and maintain a strong Skanska and CD culture.</td>
<td>We are admired and trusted as the leading sustainable and quality-focused developer and investor in each of our selected local submarkets. Based on our success with sustainable building design, we have started to move toward a zero net energy building. We have an excellent collaboration with USA Building that acts as a role model in the industry.</td>
</tr>
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<td>Our primary growth opportunities lie in the Americas, but also within new sectors and geographies in Europe and the Americas, such as wind and waste. We are aiming for geographic expansion alongside the construction business units.</td>
<td>We want to select the right projects to target, together with our construction colleagues, to maximize our hit rate and maintain focus on this. Maintaining and further developing our outstanding team is also a challenge.</td>
<td>We will have rebuilt the value of our portfolio back to pre-Autopista divestment levels and will have established ID as a leading client for sustainability.</td>
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**Anette Frumerie**  
President, Skanska Residential Development Nordic

**Jan Odelstam**  
President, Skanska Commercial Development Nordic

**Richard Hultin**  
President, Skanska Commercial Development Europe

**Mats Johansson**  
President, Skanska USA Commercial Development

**Steve Sams**  
President, Skanska Infrastructure Development
New chance for ex-offenders

In the UK, ex-offenders are getting a second chance to have a good life. Gas pipe replacement work can be dirty, stressful and exposed to all kinds of weather. Still, if you have never had steady employment or a career opportunity, it’s a chance for a new start - a life in freedom, a stable income and an address.

Text Alf Lindström  Photo Jan Malmström
Meet ex-offenders Michael Murray, Errol Hylton and John Walker. Coming to the end of their sentences, they passed a rigorous selection and were chosen for a training program to become gas pipe works team-leaders.

It was a perfect match and now they are full-time Skanska employees. They have served their time and are now hard-working, responsible and focused team-leaders and team members of the gas pipe replacement project that Skanska is conducting for National Grid around London.

Having experienced how hard it can be as an ex-offender to find employment with career prospects, all three signed up for this opportunity for a new start and a better life. Skanska's offer attracted 105 men with similar stories. Michael, Errol and John are among those who, since 2005, have completed the training, met the personal requirements and after a probation period, have become full-time Skanska employees.

“When I heard about it, it was a chance I grabbed with both hands,” says Michael Murray, now an internal works supervisor, which means he is leader of a team of 13 people. His team is responsible for installing new pipes to connect the separate properties to the main pipe that runs along the street. Every day the team has to reconnect all properties along a certain stretch, typically about 100 meters.

“It is challenging, since no two properties are alike. Every day, we face new problems to solve. If we don’t manage it during the day, the people in the houses won’t have heating, hot water or gas to put the kettle on in the evening,” says Michael who sends a grateful greeting to his supervisor (Line Manager), Stuart Stevens, for his promotion.

Michael has done his part. First, the 13-week training course while still imprisoned. He was released in the morning for lessons and work in the field, then locked up again in the evening. When he was released, he did eight months as an apprentice and took a 25-week college course before working for 18 months with gas installations around London. Since 2008, he has been a Skanska UK internal works supervisor.

Michael, Errol and John are not only happy for themselves. Errol is a qualified a (Network Construction Operative (NCO)) at level one, which means he can do gas work under the supervision of an experienced leader. John has reached (NCO) level two and can take on more responsibility.

All three relate with pride how the new direction in life has affected their nearest and dearest.

“Mum is really happy now that I have changed my life,” says Michael. “Typically, only dead-end jobs without development or career prospects are available for ex-offenders like us.”

“We want to come and work with you, dad,” Errol says, quoting his 14- and 16-year-old sons. Errol has worked in retail, but finds the opportunities and working hours better with Skanska.

“I am getting married in June,” says John. “It wouldn’t be happening without this change to better myself and get a life. Now, I just have to keep an eye on our household spending,” he says jokingly.

The 13-week Young Offender Program is different to other training programs offered in prison.

“Most of the training in prison is just for the records, it’s only statistics. But this is different since there is a job at the end of the sentence,” says John who never had a job that offered anything more than bread and butter.

“Here, I am given both responsibility and opportunities to develop myself further,” he says.

Passing the training course and being employed was only the first phase in their new lives.

Michael has further ambitions and during his first years with Skanska, has already taken part in several development activities which means he is licensed to be responsible for certain gas-related tasks without supervision.

“If you show you are willing, Skanska will develop you,” says Michael.

“Are you ever at work? I am asked when I tell friends and relatives that I will be attending a new course. Now my cousins want to join Skanska too.”

All three feel they have not yet reached their full potential. But they are eager to develop further. Both Errol and John aspire to have their own teams soon, just like Michael.

“We have the qualifications but we need a little more experience from the field,” says Errol. “I want to have my own gang and I also want to take courses to get a license for dumpers and diggers.”

“I hope to be a team leader and have my own team within a year. Gradually, I will get all the pieces in place,” says John.

Their unusual background, or “colorful past” as John puts it, has raised some eyebrows, but has not caused any problems among colleagues.

“Most have been very accepting. Very few negative com-
ments, but more often the friendly joking kind,” the guys say. “It’s a matter of pulling your weight. There’s no free pass.”

Training to break the bad cycle
Life in jail is hard. And it’s even harder after release. Getting a job is not easy if you have a record and you can’t get an address if you don’t have a job. Typically, this drives offenders back into the circle of crime.

“You have a stigma,” ex-offenders say and reveals that most UK job application forms have a box where you fill in if you have a criminal record. If you do, you’re last in line.

But with training, and a job you can get a new chance.
National Grid, is the initiator of the Young Offender Program. It was National Grid’s Chairman, Sir John Parker, who had the vision and started the Program in 2001. Today over eighty companies like Skanska see the potential in people who, having served a prison sentence, want to start a new life with solid employment. One of the more recent new partners in the program is the London Fire Brigade.

Dr Mary Harris OBE, who directs the Young Offender Program for National Grid said, “Skanska is one of our key partners and we are delighted that they have successfully employed these young offenders. Giving them a chance to turn their lives around and build worthwhile careers is a 'win win' in reducing reoffending and creating motivated, loyal employees.”

Skanska UK, supports the 13-week training course run by National Grid’s Young Offender Training and Employment Programme run by National Grid’s Young Offender Program, to to identify and employ future team leaders to work in the gas mains replacement program.

The training takes place while the offenders are in the last 12 months of their sentence or when their sentence is due to finish at the end of the course period.

If the candidates meet all the stringent criteria, pass the course and have proven to have the potential to become a team leader in the future, they are offered full-time employment.

The Program includes tuition in both theory and practical driving and also includes mentoring.

The process itself is a test of character. During the training program, the trainee remains in prison under sentence and is released daily under license, which includes time limits by which they must return to prison. A zero-tolerance policy will apply to any breeches to these rules.

The Program is offered for both Young Offenders, age 18-21, and for Adult Offenders, age 22 onwards. The adults can start training within the last 12 months of their sentence.

Candidates are assessed by the North London Gas Alliance and verified by Skanska or the training provider.

“The unique thing is that there’s a real job at the end of it. Without a job, it is too easy to get back into a bad cycle,” says Roy Ketley, Skanska UK, who has a full-time team of three with responsibility for the planning and the execution of the training program and is ably assisted by the NLGA Training Team that generally encompasses a dozen people every quarter.

However, not all pass the test.
“Some have difficulties getting up in the morning and some fail to live up to the responsibility.”

Michael Murray is now a full-time, fully paid Skanska employee: “The training is motivating because you are offered a career; it is not just a job. It is not something you take lightly if you are accepted for the Program.”

“We are looking for people to be team leaders for this 13-year gas pipe project. Our current staff is aging and we need new blood. We have found really good people that are willing to take a job that can be dirty and exposed to all kinds of weather,” says Roy.

The Program has been very successful. Of the ex-offenders who pass the training and get a job, only seven percent fall back to crime as compared with a re-offend rate of 74 percent for offenders outside the Program.

Michael, Errol and John all testify that when the other inmates heard about what opportunities the Program offered they were either jealous or eager to sign up.

“I told everyone to grab the opportunity,” says Errol Hylton before he jumps into the ditch to insert another stretch of new gas pipes.

North London Gas Alliance, UK
The North London Gas Alliance (NLGA) is a gas mains replacement project across North London and East Anglia. The NLGA is a partnership between Skanska UK and National Grid. The project is part of a national program to replace all metal gas mains with plastic piping which will ensure safe and reliable gas supply. The NLGA began in 2005 and is scheduled to replace 3,200 km of iron gas mains. The USD 840 million contract runs for an initial eight-year period with a possibility for a five-year extension.

Roy Ketley
Development Officer, Skanska UK
e-business goes g-business* (*green)

The world’s largest online marketplace, eBay, is making e-business green business. Skanska provided construction management services for eBay’s new LEED Gold data center, increasing capacity, reliability and efficiency, while cutting costs.

Text Alf Lindström  Photo Per-Anders Pettersson Illustrations Anne Holmberg
The new eBay Topaz data center, in South Jordan, Utah, has lowered the company’s data center costs and increased energy efficiency. It is 50-percent less expensive to operate and 30-percent more cost efficient, compared with other leased facilities.

Topaz is a 245,000-sq-ft (22,761-sq-m) building with 50,000 sq ft (4,645 sq m) of white space. At USD 250 million, it is one of Skanska’s largest Mission Critical assignments to date. Skanska completed the project in May 2010 on time and on budget and returned 100 percent of the project contingency.

“We had some stellar partners on this project,” said Dean Nelson, eBay’s Senior Director, Global Data Center Strategy, Architecture and Operations, as he proudly blogged about Topaz. “It was crucial to have a full partnership in a construction project of this magnitude and complexity.”

The new facility hosts the core technology that powers eBay’s business - including the eBay.com marketplace, PayPal and other adjacencies, including StubHub.com, and Shopping.com. It is eBay’s first step in its strategy to migrate away from leasing to owning and operating its own facilities.

Since all of eBay’s business and transactions are conducted online, reliability is a key component of the infrastructure design. At the Topaz data center, even the backups have backups. Nonetheless, Skanska and the design team identified ways to improve eBay’s energy efficiency.

New technologies for operating and controlling the operations enable significant energy savings. Some of the efficiencies achieved at Topaz are the following.

- All electrical equipment runs at 400V, which means that an entire level of transformers is eliminated, resulting in a two-percent efficiency gain throughout the electrical system and the need to purchase an entire class of equipment.
- Rainwater is collected in a 400,000-gallon (1.5-million-liter) cistern and is used as the primary cooling resource.
- The mechanical system was designed and programmed to be able to use free cooling for more than 7,000 hours a year and still maintain optimal indoor air temperatures. Cooling load from the IT equipment is reduced by separating the hot and cold areas of the data center (hot aisle containment) and other design solutions
- All systems respond dynamically to changes in the external environment and internal loading, so cooling is delivered only when and in the quantity that is needed.

These innovations add up to substantial savings in energy requirements and consequently reduce carbon emissions. Water consumption in the new cooling tower is also significantly reduced - a key benefit in Utah’s dry climate.

The huge amount of electricity used by data centers accounts for a major portion of the e-business industry’s overall carbon footprint.

When a company like eBay committed to greening its operations, Skanska’s concept fit hand-in-glove. The new eBay data center showcases the best and most innovative thinking in energy-efficient design and technology, sustainable construction and operation.

“We are constantly developing our offering. At the beginning of the project, LEED Silver certification was targeted, but through our innovations, Gold certification was achieved. Going forward, we will increase our green strategies to target more aggressive LEED certifications for all new data centers,” says Jakob Carnemark, SVP, Skanska USA Building, who heads the Mission Critical Center of Excellence (COE), which is building new and upgrading existing data centers for both U.S. and international clients.

The development of energy-efficient data centers has been addressed by Skanska’s Mission Critical team for several years. Clients include both e-businesses and international financial institutions.

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eBay
ebay.com is the world’s largest online marketplace with more than 90 million buyers and sellers in 32 countries, and paypal.com, has 81 million registered online accounts available in 190 markets and 24 currencies. In 2009, the total value of goods sold on eBay was more than USD 60 billion – that’s more than USD 2,000 a second. Topaz isn’t just a data center, it is the home of eBay’s business.

The eBay Topaz data center statistics

* More than 1.2 million man hours worked with no lost time due to injury
* 32 megawatt power substation
* 50,000 sq ft of usable white (IT) space
* 57 miles of underground electrical conduit
* 2 million pounds of copper for underground critical power
* 295 miles of copper cable network
* 20,000 fiberoptic cable 176,000 feet
* 2,006 tons of steel
* USD 10 million in unused contingency and buy-out savings was achieved through use of 3D computer modeling (BIM)
* More than 200,000 data points tracked – all the way down to the individual server power plugs.
The phrase "Mission Critical" has become synonymous with the data center sector. Data centers house the megabyte computer systems that are critical to financial institutions, Internet companies and other businesses.

Data centers must be secure, efficient and resilient against technical failure. It takes massive amounts of electrical power to drive them. Increasing energy efficiency can mean both great financial and environmental payback.

When businesses want the most reliable and sustainable data center solutions, they call Skanska’s international Mission Critical teams.

Skanska is active on both sides of the Atlantic in the data center sector. Skanska’s two Mission Critical teams, based in New York in the United States and Surrey in the United Kingdom, share knowledge and experience. They also use existing relationships with global clients to boost business and improve customer service.

Skanska researches and creates new technologies that lower initial costs and energy usage of a data center’s mechanical and electrical infrastructure.

The teams have developed tools to effectively assess existing data centers and reduce energy usage between 20 and 50 percent. These methods are also used to rein in energy consumption when building new, more efficient data centers.

These innovative solutions, coupled with some of the strongest purchasing power in the world, give the Skanska Mission Critical teams a unique advantage globally.

Current clients range from banks to large financial firms and IT companies.

UK based bank: The UK team’s client relationship and knowledge position Skanska to offer a joint solution on a major upcoming UK project.

New York based bank: The U.S. and UK teams work closely to assist the client through the process of developing its new site.

Global bank: The UK group’s relationship has facilitated the introduction of Skanska’s Technology Roadmap to the client for new work in the UK and US.

Large Financial Firm: The US team’s relationship with this client stems from their work on a data center (DC2) project in Bridgewater, New Jersey. That success helped the UK group recently
win an infrastructure project at the client’s headquarters building in London. And the team is currently tendering for another data center project (LDC2) also in London.

**International IT service provider:** The UK team’s work on four sites in the UK have helped solidify work in the U.S. market.

**eBay:** Project Director Dan Jordan has been examining methods to exceed even Skanska’s typical efficiency strategies for data centers. The team is promoting a ‘water neutral’ facility to include solar heating and hot water, rainwater collection for re-use, the reuse of wastewater from a nearby Dannon yogurt plant and a high-efficiency chilled water plant with enhanced waterside economizer.

The team is also driving negotiations with solar energy companies to build 1 MW of capacity onsite and install 25 MW of solar panels adjacent to the site to allow eBay to achieve carbon neutrality and become a net zero energy site.

“Our Mission Critical teams are also working together to support Sweden, Poland, the Czech Republic and Norway gain ground in the data center arena,” says Laurence Potter, Director of Skanska UK’s Mission Critical team. “Our combined team believes in the ‘One Skansa’ approach.”

The Mission Critical team’s current tactics, combined with its design-build knowledge, position Skanska to be a market leader for sustainable, energy-efficient data center construction.

**It’s about bits, bytes and bucks**

For the past five years, Skansa’s Mission Critical Center of Excellence has built large-scale, high-performance data centers for a wide range of public and private clients.

Building reliability into a mission critical facility is crucial: downtime can result in lost credibility, revenues and clients. Redundant infrastructure has been the key to assuring this reliability requirement. However, redundancy makes data centers voracious consumers of energy. In these times of constrained energy resources, unpredictable energy costs and external pressure (and pending legislation) to reduce the environmental impact of fossil-fueled power, data center owners are seeking new technologies to maximize their buildings’ energy management infrastructure. Skansa has been responding to this need by substantially improving efficiency and reducing energy consumption in these facilities.

Building on this success, the Mission Critical team is taking data center performance to the next level: operational efficiency. A new system for energy measurement facilitates monitoring, analyzing and securing efficiency over time for a number of metrics.

“We have built energy-efficient data centers for years. The trick is to make them operate efficiently over time.”

Anytime, anywhere, anyhow

The new monitoring system makes it possible for clients to collect and analyze building data including finding solutions to the following questions.

- How much energy do we use?
- Are we optimizing operations?
- Do we have any spare capacity?
- How much would it cost – in bits, bytes or bucks
- to apply this new service or equipment?
- How should the new unit or application be deployed?

**A ll information is** available here and now. The Executive Dashboard (see illustration) leverages dynamic data to improve maintenance and operations. The dashboard is the mechanism that allows the client to extract and monitor real-time data for a single unit, a single data center or the company’s entire real estate portfolio, thereby achieving greater reliability in and visibility into their data center operations.

Electronic tracking of assets is a key part of viewing equipment performance in real time. RFID tags or bar codes are applied to the units in the factory prior to shipment to the construction site. The tags or labels are then linked to the BIM model, which results in a comprehensive record of the asset’s specifications and warranties, from factory to delivery, installation and commissioning. The client benefits by receiving a fully attributed BIM model and database loaded with valuable information. By quickly scanning the tag, information is viewed on a tablet so the client can monitor equipment performance, immediately respond to a malfunction and proactively optimize operation of the facility – all in real time.

Applying an industrial approach

“Essentially, we can think of a data center as a complex manufacturing plant,” Jakob explains. “What we do is apply the same approach to optimizing a facility that is used in streamlining production of steel, pulp or pharmaceuticals. For both quality and cost reasons, customers have to keep track of the performance of every single unit to effectively manage their assets.”

Jakob Carnemark
Head of Skansa’s Mission Critical Team

**Green Worldwide**
Taking green to a higher level

The Green Tower Office Center is the first LEED Platinum building in Gothenburg, Sweden, and in Skanska’s own property register.

Text Alf Lindström  Photo Holger Staffansson

T he 17-floor, 25,000-sq-m (269,098-sq-ft) office building is 80-percent leased. Half of this is Skanska’s new office: greener, nicer and more cost-efficient than earlier locations.

“We are proud of this accomplishment. When we acquired the land and started developing the project in 2004, LEED was not targeted specifically. Still, most of what we have done has proved right. So, when we decided to turn up the green volume and go for LEED Platinum, it was not a major challenge,” says Gösta Backmark, project manager at Skanska Project Development Nordic.

The building opens up a new hot spot in Gothenburg. Green Tower Office Center area was established in the 1980s, but because of the Swedish financial crisis in 1992 and the recent financial crisis, it didn’t take off – until now. Skanska decided to stick to the original plan and complete the project, despite the extremely weak leasing market after the failure of Lehman Brothers.

“I am glad to belong to a strong company that has the muscle and courage to go against the wind. Today, this attractive and completed office gives us a head start, now that the market is recovering.”
Green solutions
- Efficient and low-energy air-handling system
- High degree of heat recovery
- Daylight and pleasant view for all workplaces
- Locally produced wind power and district heating
- Green car pool and charging station for electric cars
- Green roof collects and neutralizes storm water
- Low water use in all fixtures

Facts
Green Tower Office Project, Gothenburg
Area: 25,000 sq m (269,098 sq ft)
Owner: Skanska Commercial Development Nordic
Builder: Skanska Sweden
Investment: SEK 500 million
Construction start: August 2008
Completed: December 2010
Leased 80 percent

LEED Platinum proves the green performance
“The green qualities of this building, what it is made of and the built-in resources, are specified just like the ingredients on a package of cookies from the store,” says Henrik Ahnström, Project Leader. “The most challenging aspect has been materials. For some we haven’t been able to find low-emission alternatives, because there are none.

“Also, we don’t have a top score on energy because we don’t generate energy here. We have very good district heating, though, and finally we have managed to get an alternative compliance path accepted for that. Now I am working with the Nordic Green Building Councils to get the LEED system to take into account the benefits of district heating for all future projects.”

Green Tower Office Center is good, but the aim for the future is even higher
“Green Tower Office Center is a new Green landmark. This new office project is the first LEED Platinum building in Gothenburg, Sweden, and in Skanska’s own property register,” Henrik promises.

Deep Green means a building that is free of CO₂ emissions has net zero primary energy consumption, zero construction waste and a net zero water consumption.

“There is much we can do to improve. We will start with a blank piece of paper, focusing not only on the green product but also the green process of getting there. But we can’t do it alone. It has to be in cooperation with both the city and the suppliers.”

The City of Gothenburg is already on board for the journey to Deep Green. The city’s environmental councilor Kåre Andreasson said, as she pushed the button and officially opened the green tower, “We want Gothenburg to be the world’s leading green city!”
Largest, greenest office project refuses to bite the dust

Sometimes it’s better to end rather than try to mend a hopeless situation.

Text Alf Lindström  Photo Holger Staffansson

Lustgården in Stockholm – Skanska’s largest office project investment – will begin with demolition. The irreparable office block will be replaced by the greenest office building possible. Nothing less than LEED Platinum is targeted. The existing building, acquired in 2008, was built about 30 years ago but is already outdated and is not future-proof, with its miniscule adjoining spaces, lack of natural light and high energy consumption. 42,000 sq m (452,084 sq ft) will be replaced by 55,000 sq m (592,015 sq ft) of new green premises. Environmental thinking will permeate the new offices in terms of indoor climate, materials and energy efficiency.

Why was refurbishment not an option? Worldwide asked Karin Johansson, project manager, Skanska Commercial Development Nordic.

“We made this choice for a number of good reasons. We want to offer modern, flexible, bright and airy premises that are very energy-efficient. But these old structures don’t allow that.

First, the structure has no room for energy-efficient installations. We need much more space for piping.

Second, the nine rather small blocks can’t be transformed into larger spaces. Customers prefer facilities that enable easy and effective communication and logistics in the building and on the premises.

And third, the original small-block design has a large surface area that results in heat and cooling losses. A side effect of this is that the development of the site becomes more dense and building rights become bigger, thus improving the bottom line.

All in all, these factors pointed to a decision to demolish and start from scratch,” Karin says.

Demolition will generate 60,000 tons of rubble, of which 95 percent will be recycled or reused. Steel and concrete will be recycled, and about 100 windows will be removed and sold for use in other buildings. The remaining five percent will be turned into thermoelectric or biogas energy.

The engineering of the new building is in full swing. Construction will start later in 2011, and by then the design and green solutions will be in place. But before that, ground and foundation work will include drilling 140 holes for geothermal cooling. At a depth of 220 meters (722 feet), the ground maintains a temperature of 10 degrees Celsius that will provide the cooling. This is a patented Skanska energy-efficient solution. Jonas Gräslund, technical director, Commercial Development Nordic, is the brains behind the innovation.

“The ground deep down holds a constant low temperature, and the natural temperature combined with the high temperature cooling beam system in the building will minimize the need for power for pumping,” Jonas says.

The new Lustgården will be a natural continuation of the development of Lindhagensgatan as Stockholm’s “head office boulevard.” The building’s energy needs will be at least 50 percent less than the national standard. The property will be the first in Stockholm to be environmentally certified at the highest level, LEED Platinum, as well as the Swedish Building-Living Dialogue standard.
Facts
• Total building area: 83,000 sq m (893,405 sq ft)
• Leasable area: 35,000 sq m (376,737 sq ft) and another 20,000 sq m (215,278 sq ft) in the second phase
• CDN’s investment in the first phase: SEK 1.4 billion
• Demolition start: Autumn 2010
• Ground works: Spring/Summer 2011
• Building construction start: Autumn 2011
• Completion: January 2014
• A third phase will include 150 housing units

Henrik Samrell, project manager, and Per Hellman, production manager, both Skanska Sweden, and Karin Johansson, project manager of Skanska Commercial Development Nordic, dig into the Lustgården office project.
New green pros

Skanska is strengthening its green expertise in Europe. Eighteen new green experts recently obtained their LEED Accredited Professional (AP) credentials. The pre-exam training in Prague was the culmination of more than six months of study.

Text Alf Lindström  Photo Holger Staffansson

The training came about thanks to international cooperation between business units in Europe and the United States, facilitated by the green support team at Skanska AB.

Among the fresh LEED APs are Alicja Florczak and Petr Lhoták.

“The training was very successful. The week of intensive exam preparation was time well spent. I gained detailed insight into LEED credits and design strategies,” says Petr Lhoták, one of three new LEED APs in Skanska Czech Republic.

“I’m proud to have the LEED APs on board,” says Dan Ťok, president, Skanska Czech Republic.

“This training also helped us to develop an intimate network of LEED APs that will definitely enhance future knowledge sharing,” says Alicja Florczak, one of 11 new APs in Poland.

“The LEED APs support green design and construction and are instrumental in the LEED certification process,” says Jamie Bond, LEED trainer from Skanska USA Build-

M25 Section 1 achieves CEEQUAL Excellent Award

M25 Section 1x has picked up the first whole project CEEQUAL award for Skanska by scoring 86 percent, one of the highest scores ever for a highway project, to achieve “Excellent” level. The Civil Engineering Environmental Quality Assessment and Awards Scheme (CEEQUAL) provides a framework to assess the environmental performance and sustainability of civil engineering projects.

The score is a great achievement, and the whole Section 1 team are to be congratulated on its contribution to this high standard. Setting the bar so high will be a challenge to beat for the project, as Section 1y and 1z will also be assessed using CEEQUAL.

Future LEED APs prepare for the exam: (from left) Witold Strzebiecki, Robert Olej, Alicja Florczak, Konrad Ziejewski, Karolina Michalak, Dominika Krogulec and Marta Lewandowska.
President Lars B Danielsson has at least three reasons to be satisfied. His newly built workplace will most likely achieve Platinum status – the highest level of international environmental LEED certification – and it also met the EU’s Green Building standard. In addition, Länsförsäkringar in Kalmar was awarded Skanska in Sweden’s Green Future Award. The jury declared, “Länsförsäkringar’s high environmental goals have actively contributed to raising standards for green solutions and work routines.”

“This is fantastic proof that we have succeeded in our long-term, clearly-defined environmental initiatives. We have invested an enormous amount of time in this building,” says Lars, president of Länsförsäkringar in Kalmar.

The white office building is extremely energy efficient and full of intelligent climate solutions. Solar cells, low-flow faucets and toilets, environmentally friendly district heating and locally produced construction materials are some examples of green thinking. Other refinements include air filtering roof panels and a sedum roof that eases the burden on the storm water system. The 6,000 sq m (64,583 sq ft) four-story building has workplaces for about 100 people, a garage in the basement and two storefronts at street level.

This new, ultra-modern building is a neighbor to an 1660s cathedral in Kalmar, one of the oldest cities in the country. "This exciting project has led me to reflect on how best to integrate modern, climate-intelligent buildings into an old and valuable cultural environment. The interplay between design and environmental aspects is an important issue,” Lars says.

Länsförsäkringar’s office building is already historic because it marks the first time Skanska in Sweden has built a LEED-certified building for an external customer. (Earlier LEED projects in Sweden belong to Skanska Commercial Development Nordic.) When the Kalmar project was evaluated, Skanska received the highest scores from Länsförsäkringar in Kalmar.

“Skanska has been incredibly skilled and helpful. Its young team has been highly professional, talented and helpful throughout,” Lars notes.

'Karlskrona is a neighbor to a 600-year-old castle,' said Lars B Danielsson, President of Länsförsäkringar in Karlskrona. 'This is fantastic proof that we have succeeded in our long-term, clearly-defined environmental initiatives. We have invested an enormous amount of time in this building.”

The white office building is extremely energy efficient and full of intelligent climate solutions. Solar cells, low-flow faucets and toilets, environmentally friendly district heating and locally produced construction materials are some examples of green thinking. Other refinements include air filtering roof panels and a sedum roof that eases the burden on the storm water system. The 6,000 sq m (64,583 sq ft) four-story building has workplaces for about 100 people, a garage in the basement and two storefronts at street level.

President Lars B Danielsson of Länsförsäkringar in Kalmar, left, receives the Skanska in Sweden Green Future Award from Johan Karlström, President and CEO, Skanska.
In the Rocky Mountains, some 2,000 meters (more than 6,000 feet) above sea level, Skanska is capturing the sun. Skanska’s local office in Cortez, Colorado, has switched to solar power. Not only that – surplus energy will flow from its new system into the local electricity grid.

Skanska’s 1,260 solar panels will generate 258 kWh when operating at capacity. The arid landscape around Cortez has few rainy days, and the sun shines 240 days a year. The solar panels will also generate electricity on cloudy days.

The office’s solar panels are capable of rotating and are connected to a GPS tracking system that enables them to follow the sun and maintain an optimal angle. This boosts their efficiency by 30 percent compared to fixed panel arrays.

Heavy road, excavation and construction jobs are part of Skanska’s day-to-day work in the Four Corners region, where Colorado, New Mexico, Arizona and Utah meet. Giant bulldozers and other heavy machinery parked in the Skanska USA Civil yard in Cortez normally attract people’s attention. But no longer. Today the big eye-catcher is 15 rows of shiny new solar panels.

The Cortez office also showed its precision know-how by performing its own site preparation, including pole and solar panel installation.

The message has been snapped up by its surroundings. A number of potential customers have already contacted the office to get help with their own solar energy systems. The team has also been given the Green Business of the Year award by the Cortez Area Chamber of Commerce.

At today’s energy prices, the office’s USD 1.5 million investment will pay for itself in six years. The environmental benefit cannot be measured in money, but the transition to solar energy is estimated to save the equivalent of 400 tons of carbon dioxide emissions yearly.

Skanska Koch’s office in New Jersey, a division of Skanska USA Civil, also generates its own electricity using roof-mounted solar panels.

### Solar power in Colorado
- **Location:** Cortez, Colorado
- **Unit:** Skanska USA Civil
- **Size:** 1,260 solar panels
- **Capacity:** 258 kWh
- **Environmental benefit:** Reducing CO₂ emissions by purchasing substantially less electricity produced by coal-fired power plants.
- **Investment:** USD 1.5 million
Growing the green community

The green community is growing, and Skanska is an instrumental partner in establishing and driving progress in Green Building Councils (GBCs) in Europe.

Text: Alf Lindström

Today, there are more than 80 national GBCs worldwide at different stages of maturity.

“The exponential growth of Green Building Councils across Europe and around the world is unquestionable evidence of an explosion of private sector interest in green building, not just because it is the right thing to do for people and our planet, but because it makes good business sense, too,” says Paul King, CEO of the UKGBC, board member of the World Green Building Council and Chairman of the European Regional Network. “It is all about preparing for the future. The challenge and opportunity are to make it easy, affordable and attractive for people everywhere.”

At the moment Skanska is active in nine GBCs and has senior executives on the boards of eight of these. For 11 years, Skanska has been an active member of the U.S. Green Building Council (USGBC), which is the oldest GBC.

“The USGBC transformed the U.S. building market significantly by contributing to the education of the whole supply chain on the principles of green buildings. I think the success in the United States has provided inspiration to many other emerging GBCs,” says Skanska’s Elizabeth Heider, who was elected chair-elect of the USGBC last year.

“Skanska is committed to go beyond today’s requirements. We are on the Journey to Deep Green™, aiming at products and processes that have a near-zero impact on the environment. But, as a leading green company we cannot limit ourselves to our own business. We must help push the whole industry forward and make the business case for doing so.”

European Green Councils multiplying fast

“Skanska played an instrumental role in establishing the Polish GBC and is one of the two PLGBC Platinum level founding companies. PLGBC is very pleased with the participation of Skanska in our organizational development and Board of Directors as well as its help in promoting green buildings in Poland. We wish more companies made such a strong commitment to sustainability,” says Agnes Vorbrodt-Schurma, Founder and CEO of the Polish Green Building Council (PLGBC). Skanska is also an active GBC member in the Czech Republic.

“Membership in the Czech Green Building Council is a forward-looking investment,” says Petra Hajna, Skanska Commercial Development Europe. “We help to shape the development of green business. Being an active GBC partner helps us position Skanska as a green leader in the Czech market.”

“Green Building Councils are some of the most potent players in the green transformation,” says Noel Morrin, SVP, Skanska Sustainability and Green Support. “Through our partnership with the World Green Building Council’s European Regional Network, we are now able to share best practices in policy implementation and we are also supporting coordination of input to and from European government institutions.”

Elizabeth Heider, Senior Vice President, Skanska USA Building
Petra Hajna, Green Business Manager, Skanska Property Czech Republic

Green Building Councils

Green Building Councils (GBCs) are non-profit multi-stakeholder organizations with a mission to facilitate transformation of the built environment. Most GBCs are engaged in education and green building conferences. GBCs often promote, administrate or even develop and maintain voluntary environmental certification schemes such as LEED or BREEAM. Because of the knowledge contained in GBCs and their consensus-driven business model, GBCs are valuable partners for government and local authorities in driving greener building policies.
Today Oddvar Nybø is on his way back to work, and new routines for safer welding have been introduced.

Oddvar says that had he followed his instincts and raised safety issues, the routines could have been changed earlier and the accident could have been avoided. He massages his hands. Every day, he must begin by trying to restore circulation in his fingers. The new, stiff and fragile skin is protected by special gloves. Despite the problems and continued sick leave, Oddvar has taken the initiative to learn computer skills to allow him to return to a new job.

“Every day I feel the effects of the accident: my face tingles, and I can’t use my hands as before. But I’m lucky to be alive and I get better and better with each passing day.”

He spent one month in the hospital in Ålesund, Norway. Due to the risk of infection, he was kept in isolation, then received care at home.

Oddvar is not bitter, but grateful to everyone who helped him. “I was completely dependent on others for a long time. My wife and three children have had a tough year,” Oddvar says.

Oddvar remembers every detail from the fateful evening of February 10, 2010. It was at the underpass construction site at Kvivsvegen, between Kaldvatn and Hornindal in southwest Norway.

Oddvar has worked at Skanska for 29 years, mostly as a serviceman on tunnel construction projects. On the evening shift, just after 7:00 p.m., he was in the workshop to service the drilling equipment. Before igniting the welding equipment, he checked and removed all inflammable material in the vicinity. All his experience told him that it was safe to ignite the welding flame.

Oddvar did not expect the unexpected – in any case, not there and then. And yet, a few days earlier it had occurred to him that work would be safer if there were separation walls around the welding area in the workshop.

Three meters away, there was a cylinder with degreasing agent that had a plastic pipe on the outside for level control. It was there that the tiny glowing metal chip fastened when it suddenly loosened and flew away from the piece of metal that Oddvar was welding.

A moment later, he was caught in a sea of fire. Instinctively he turned his face away but was still burned on one side. His gloves caught fire, and his hands were badly burned before he was able to remove them. His face received first degree burns, his hands third degree.

“I prefer to believe the doctors who say I will recover fully. But it will take time,” Oddvar says.

How can we change things?

“Maybe if we create a safety culture where Oddvar and others like him are regularly raising safety issues like his thoughts about the separation screen. And if our risk analysis was more rigorous, we would see the potential problems more often,” says Neil Moore, SVP and head of the new Group Staff Unit Health and Safety.

Skanska Norway investigated the accident thoroughly and acted promptly on lessons from the experience. In all workshops, there are now mobile lightweight walls to separate all “hot work.”

“We sympathize with Oddvar. It’s awful when a colleague is injured. We’re just grateful that he’s still with us,” says Madeleine Torkveen Skjølås, safety manager, Skanska Norway. “It’s important to learn from all accidents and near misses.”

Madeleine continues, “Now we’re doing our utmost to ensure that such a terrible accident never happens again. Planning is key. We must always anticipate that the worst could happen, and safety begins at the drawing board. Thorough safety and risk analysis must be done before we even enter a site.”

Back at work after serious accident

More than one year has passed since the accident occurred. Oddvar Nybø still suffers from its effects but he is glad to be alive. His hands are not the way they were before the accident that could have cost him his life.

Text Alf Lindstrøm and Geir Linge Photo Geir Linge

Stronger safety focus

Skanska is further strengthening its focus on health and safety. A new Group Staff Unit to spearhead the effort has been set up. Neil Moore has been appointed SVP for safety and head of the new unit.

“Safety is one of the core values at Skanska and our very highest priority, every day, for all people and in all of the places where we work,” says Johan Karlström, Skanska’s president and CEO. “Now we’re sharpening our focus even more to decrease the number of accidents, and improve work safety.”

Neil Moore
Senior Vice President Health and Safety, Skanska

Oddvar Nybø
Something caught the eye of Alyce Engle, an EHS director for Skanska USA's office in Oakland, California. Alyce was busy volunteering on a renovation project several years ago at Oakland's Harbor House community center when she noticed an elderly lady, who clearly had trouble getting around, making her way to the site. Once there, the senior citizen, in spite of her infirmities, set to work tending the site’s garden.

It was an inspirational moment, and they keep coming for Alyce and her colleagues at the Oakland office one that is active in a number of community and youth-oriented initiatives on a volunteer basis.

Jim Lenhart, a superintendent at the Oakland office, puts it this way: Volunteerism enables him to "get out of my own way for a few minutes," roll up his sleeves and help others. As Jim says of his colleagues, "It’s our commitment to the community we live in."

Jim’s commitment earned him Skanska’s area award as volunteer of the year in 2010. He says getting involved is a natural, given that “there’s so much to choose from” in any community. "Find something that fits," he says. Lenhart and his colleagues have done just that.

Skanska’s team has been especially active in Rebuilding Together Oakland (RTO), the local affiliate of a nationwide non-profit that works with volunteers to build homes and facilities for people in need. In recent years, Jim has worked with RTO on pre-planning, site selection and subcontractor recruitment.

In 2009, Skanska Oakland joined dozens of volunteers when RTO renovated a local community beacon, the East Oakland Youth Development Center. Skanska’s direct and in-kind contributions, including materials and elbow grease, totaled USD 90,000.

Next up for Skanska is helping RTO spruce up another local icon, the Children’s Fairyland amusement park, and joining area schoolchildren, educators and other volunteers for a festive sandcastle building contest to raise funds for arts education.

In yet another regional volunteer initiative, Skanska professionals have mentored high school students participating in the Architecture, Construction and Engineering (ACE) Mentor Program. Getting involved in ACE has been a personally rewarding experience, for Skanska Senior Project Manager Mike Nelson.

Mike and other volunteers shepherded a group of high school students to a national ACE design competition in Washington, D.C., on a 2008 trip sponsored by Skanska. The students earned a prestigious second-place prize for their pre-fab housing design.

There are many benefits to such activism. Mike points out that participating in ACE is a way to interest young people in careers in construction and its related fields. It’s important to cultivate new professionals in these crucial but largely unsung careers.

For Alyce, it’s the “humbling, motivating” feeling that comes with working one-on-one with people who can use a hand up, and then seeing the tangible results.

As Jim adds, “When it comes down to it, when folks walk in and see their facility looking so different, it’s almost indescribable. That’s a real feel-good moment. It makes it all worthwhile.”

Helping others - a real feel good moment
S
kansa’s comprehensive project at the Regional Medical Center of San Jose in California is a case in point. Started in 2005, the project will bring Regional into compliance with seismic standards required by California’s Senate Bill 1953 (SB 1953). Skanska’s client, Hospital Corporation of America (HCA), the largest hospital operator in the US, is investing in a project that will ensure Regional stays completely operational after an earthquake but will also expand and upgrade the facility.

In so doing, this project underscores the crucial role that Regional plays in its community and across Silicon Valley.

Senior Project Manager Mike Nelson, of Skanska USA’s office in Oakland, California, walked the site recently as the team prepared for the imminent construction of the project’s capstone: a four-story, 160,000-sq-ft (14,864-sq-m) bed tower fortified with a state-of-the-art hybrid seismic system. Skanska’s construction of the tower, along with its renovation work to existing buildings, will provide a robust and safe environment for patients, staff and visitors in seismic events. Completion is slated for 2013.

Mike, a veteran of hospital construction at various sites around the US, described an environmentally sensitive, overlapping construction and renovation program that, when completed several years from now, will represent an HCA investment of about USD 250 million.

Skanska has provided a new intensive care unit, a central power plant ready to kick in if a seismic event shuts down local utilities, the largest elevated emergency helipad in the area, an upgrade of utilities with extensive underground work and roadway and parking improvements.

In May 2010, Skanska completed a two-story, 70,000-sq-ft (6,503-sq-m) bed space addition that will be joined to the aforementioned four-story tower.

That’s just part of the story. The necessity of Regional’s bustling campus remaining open throughout construction makes the work even more challenging than it would be otherwise.

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or example, take the current phase of construction. The two-story addition must continue to operate during the fit-up and construction of the new tower. As a result, Skanska’s team keeps in close contact with nursing staff about any vibrations, noise or other concerns that may arise, and “is ready to resequence work and accommodate such concerns,” Mike says.

Such sensitivity will be needed in another phase on the docket – renovating Regional’s emergency department while it remains open, an undertaking that Mike expects will be “extremely challenging.”

The team is mindful of such challenges and of a fundamental fact. “The needs of the patients come first. That’s the critical thing for the facility and, in turn, for us,” Mike explains. “We need to be very sensitive. We’re all on the same campus together.”

Finally, there is also a realization that “we’re just a temporary visitor to this campus. That’s how we interact on a daily basis,” as Mike says.

After all, it’s not just what you do, but how you do it.
“We need to be very sensitive. We’re all on the same campus together.”

Regional Medical Center of San Jose

Skanska’s client, Hospital Corporation of America (HCA), the largest hospital operator in the US, is investing in a project that will ensure Regional stays completely operational after an earthquake but will also expand and upgrade the facility.
A new year of Unlimited prospects

This is the third year that Skanska has run its global exchange program, which enables 35 Skanska employees, regardless of age or role, to work abroad in a different business unit for up to six months.

The Skanska Unlimited program not only offers a great opportunity to learn different ways of working but also gives participants the chance to share knowledge and develop a global network across the Skanska Group. (Meet all assignees at http://one.skanska/en-us/Skanska-Me/Skanska-unlimited/2011-Skanska-Unlimited-Assignees/)

Becky Turnbull, communications coordinator at Skanska UK is one of the lucky 34 in this year’s Unlimited program. Becky is spending the next five months working with Group Communications in Solna, Sweden.

“I landed here amidst the January snowstorms and have already learned so much about the business and Swedish culture, though mastering the language may take me sometime. I’ve spoken to a few of the other participants about their experiences so far.”

Petr Holecek, finance manager for Skanska Commercial Development Europe, will be spending the next five months working for Skanska UK Infrastructure Development in London.

“The Unlimited program offers an excellent opportunity to gain valuable international working experience. It’s very different being in another country and business unit. At the same time, things are very similar, because it’s the same Skanska culture, values and people network.”

Daria Łosert-Śledzicka, chief human resources specialist for Skanska Poland, will be spending the next five months working for Residential Development Nordic in Solna, Sweden.

“Everything is new for me, and when I arrived I obviously felt a little bit strange, but also safe because no one treated me like an outsider. I was immediately welcomed like a member of the big Skanska family. It’s a great opportunity for me to improve my abilities in the HR area and also learn a new culture.”

Asko Matila, Project Manager for Skanska Poland, will be spending the next few months working in Wrocław for Skanska Poland.

“I’m looking forward to learning other kinds of practice and sharing experiences and ideas with my new Polish colleagues. I’m a project manager who works on bridges and bridge repair back in Oulu, in northern Finland, so it will be very exciting to work in a completely new environment. You have to stay on your toes!”

Shannah Calamar, project engineer for Skanska USA Building will be spending the next few months working at Nya Karolinska Solna, Sweden.

“Having the opportunity to take part in the Skanska Unlimited program has been an amazing experience. At the NKS project in Sweden, I have colleagues from all over the world. You really get the One Skanska spirit when you can put faces to the people you know from various offices.”

Becky agrees with everything Petr, Daria, Asko and Shannah say about the Unlimited program.

“This is an amazing experience and one which I will never forget. Having the opportunity to meet and work with such a great team of people who really make you feel welcome and part of the family is what Skanska is all about. I look forward to sharing my new knowledge and experience with friends and colleagues back in the UK.”

Unlimited Information
Read more about the Unlimited program at http://one.skanska/en-us/Skanska-Me/Skanska-unlimited/, where you can find your business unit’s contact and information about the application process for next year’s program.
Building character:  
– a foundation for your career

Developing people is key to the development of the company. The Agne Sandberg Foundation, formed in 1953, encourages Skanska employees’ educational efforts. This year, scholarships have been granted to 24 employees from Poland, the United Kingdom, the United States and Sweden.

Text: Alf Lindström  Photo: Holger Staffansson
Each scholar receives a substantial amount of money to conduct studies and develop his/her professional skills. The scholarships were presented at local ceremonies. Worldwide asked a few of the six recipients from Skanska Poland what this means to them.

“I’ll continue my Executive MBA studies at Wielkopolska Business School, at the Poznań University of Economics,” says Agnieszka Tarnawa, project manager, Skanska Poland. “My ambition is to take part in challenging projects and work with interesting people, for professional development and self-realization. I also want to play an active part in changes within our company.”

“I’ll study road construction and maintenance at Rzeszów University of Technology,” says Marek Maczuga, works manager at Skanska Poland. “My ambition is to continuously gain professional experience and in future be promoted to site manager.”

“My ambition is to get an engineering degree. I’m going to study building engineering at the University of Ecology and Management in Warsaw,” says Jacek Białkowski, works manager at Skanska Poland. “I currently work as a bituminous works manager. I’ve been specialized in bituminous works for 10 years and I like it.”

“I’m studying at the faculty of civil engineering at Cracow University of Technology and am currently working as foreman on the construction of the Swinna Poreba water reservoir. In the future, I’d like to become a site manager,” says Michał Grabiec, foreman at Skanska Poland.

“I’ll specialize in railway construction at the faculty of civil engineering at Cracow University of Technology,” says Mariusz Rybak, site engineer at Skanska Poland. “I’m currently in charge of procurement for the modernization of Gdansk Railway Station in Warsaw. I also supervise track works with the support of the works manager. After my studies, I’d like to obtain professional qualifications to be able to manage track works myself.”

The money for the scholarships comes from the Agne Sandberg Foundation, which has Skanska roots dating back 100 years.

Agne Sandberg was employed in 1916 and became Skanska’s president in 1932. When he resigned in 1953, the company and the employees jointly funded an endowment. The return on that endowment is granted every other year to Skanska employees who want to develop professionally within a certain field.

Today, the foundation is managed by the first Agne’s grandson, Agne Sandberg. A lawyer at Skanska Infrastructure Development, Andre is a third-generation Skanska employee. The fund is chaired by Skanska Head of R&D Kyösti Tuutti and administered by Agne.

“It’s great to be able to encourage some of our young and ambitious colleagues,” says Agne, when handing over the scholarships. “Also, I hope this helps create One Skanska and connects people with Skanska’s history.”

Kyösti adds, “Many Skanska people put a lot of effort into developing themselves. For example, several employees are currently working on doctoral theses while also working at Skanska.”
Join a winner
The following is a list of the many awards recently garnered by Skanska around the world.

Text Alf Lindström  Illustration Anne Holmberg

Skanska USA Building won Earth Charter U.S.'s Sustainable Business Award in the large business category. These awards are given to businesses in the Tampa, Florida, area that demonstrate leadership in sustainable practices and an excellence in promoting people, the planet and profit in the workplace.

Skanska Poland reports that the Silesia Business Park is now LEED Gold precertified. It will be the first truly ecologic and sustainable investment in Katowice. The Green Corner project in Warsaw is now LEED Platinum precertified. After Green Towers (Wroclaw) it is the second Skanska investment in Poland to be honored with this prestigious precertification. Eurobuild Awards honored Skanska Property Poland with the title “Sustainable Developer.” Nicklas Lindberg, president of Skanska Property Poland, was awarded the title “Personality of the Year” in the 10th edition of the prestigious Construction and Investment Journal Awards.

Johan Karlström, the Skanska President and CEO, is ranked 32 in the Swedish Top 100 of Most Influential Green People. He is the highest ranked business leader from a major listed company, and the only one from the construction industry.

Skanska USA Civil team in Cortez, Colorado, was given the Green Business of the Year award by the Cortez Area Chamber of Commerce. Skanska’s local office in Cortez has switched to solar power and – not only that – surplus energy will flow from its new system into the local electricity grid.

Skanska USA Building reports that the Portland State and MultiCare Tacoma projects were named among Northwest Construction’s Best of 2010. The Portland State University Academic and Student Recreation Center has been named Northwest Construction’s Best of 2010 in the Higher Education category. The MultiCare Health System Emergency Department & Cancer Center Expansion in Tacoma, Washington, was a winner in the Healthcare category.

Skanska USA Civil was recognized for a historic bridge project. Roads & Bridges magazine has named the rehabilitation of the Bridge of Lions in St. Augustine, Florida, 2010’s fourth best bridge construction. Originally opened in 1927, the 1,574-foot (480-meter) icon links downtown St. Augustine to Anastasia Island and is listed on the National Register of Historic Places.
Then...

Check the floor! It is checked, that is, it is made of concrete slabs – an early product in Skansa’s catalogue. The floor was delivered to the Serafimer Hospital in Stockholm, Sweden, in 1893–94. The hospital’s history dates back to 1752, and the building is still standing, although its use has changed. In 1894, Skansa’s sale broke the million-kronor barrier for the first time. The profit was 2 percent. The man to the right is Engineer O. Kjellström, who also was instrumental in the early development of the company.
A new ABBA hit in the city

From a worn-out Navy warehouse to an ultra-modern music studio for Benny Andersson of ABBA fame.

It is safe to say that the Östra Uthuslängan property on Skeppsholmen, at the heart of central Stockholm, has undergone an extreme makeover. At record speed, as well. In June 2010, Skanska commenced reconstruction of the beautiful brick building from the 1860s.

Only six months later, the Benny Andersson Orchestra (BAO) was able to record its new album in the high-tech Mono Music Studio, as it is officially named.

Behind the new recording studio is Skanska’s Building Reconstruction Stockholm Region, which implemented a number of exciting special solutions. The most original by far is that the ceiling as well as the inner walls and acoustic floor are suspended on rubber pads for maximum soundproofing. This was an absolute dream job for a carpenter who loves challenges.

“It was as enjoyable as it was complicated. Nothing was standardized; it was all about special solutions that required a great deal of craftsmanship. I was incredibly lucky to have been involved in this project,” says Carpenter Tommy Gustafsson.

And Project Manager Fredrik Johansson is equally happy to be able to contribute to music history. “Since the schedule was extremely tight, very detailed planning was necessary. At most, there were 30 workers onsite in the 435-square-meter premises. Now I can imagine what it’s like to conduct an orchestra,” he says.

“Everything was based on being able to carry out several activities simultaneously. For example, the foundation slab was cast while we were installing the ceiling,” says Production Manager Johan Söderberg.

When Skanska completed the project on November 30, a few intense weeks of cabling followed in the culturally listed building. The cost of SEK 12.5 million (almost USD 2 million) for the general contract was paid by the National Swedish Property Board.

According to Benny Andersson, it was no coincidence that Skanska was awarded the contract.

“Skanska remodeled the Cirkus Theater when we put on the ‘Kristina from Duvemåla’ musical in the 90’s.”

“I knew the company would do a great job complete it on the project on schedule and within budget,” says Benny.

And, the satisfaction was entirely mutual.

“It is very rare that we have such a committed tenant as Benny. He has been here several times a week during the remodeling work. He is very committed and a pleasant person,” says Project Engineer Emil Johansson.