Worldwide

A MAGAZINE FROM SKANSKA
#2 2007

BEAT THE HEAT FOR THE FUTURE

now...

Skanska Norway divers splash into the water again.

Divers have long been a natural part of Skanska Norway's skilled personnel. Today, 15 professional divers are employed in the unit's Bridge and Marine division. Last year construction began at the Bjørvika underwater tunnel, which is being built across a bay that cuts straight through central Oslo. Recently the company also was assigned the contract for an underwater car park facility in the Norwegian capital. In addition, this project will form the foundation for an extension of the Tjuvholmen residential area. Just to clarify–the housing project is not under water and is not part of Skanska's assignment.

In this photo, the diver poised to splash into the wet environment is Magnus Eklund, at another underwater project: the foundation for the Kvadraturen shopping center in Kristiansand in the south of Norway. Some 4,000 cubic meters (5,232 cubic yards) of concrete sections will be assembled under water.

● PHOTO: SKANSKA NORWAY

Good and green

It sounds like the mission statement for a group of tree hugging, organic food eating environmentalists. But frequent hurricanes, shrinking icebergs and Al Gore have made most of us realize that 'the state of the globe,' must be on everyone's agenda – at home and at work.

Now it's time for slogans to be replaced by actions in the same way that gas guzzling cars and machines must be replaced by more energy efficient ones. We are all - consumers and business people - in the driver's seat.

Skanska's green offer in this issue will give you an idea of some of the things we can do to go green.

Unlike the evil minded consultant, Dogbert, in Scott Adam's comic strip we don't have to, 'stop eating, breathing, driving, defecating and procreating. Sit in the dark and decompose on some garden seeds,' to save the earth.

Dogbert says 'you can't save the earth unless you're willing to make other people sacrifice.'

Is it possible to live in a nice house, eat a steak now and then, and drive a car whilst saving energy? Dogbert would have you believe you have to move to a mud hut if you want to save a little energy.

But most experts claim that if a lot of people take small actions like turning off equipment at night, and using low energy lights it will have a huge effect on reducing emissions. That means that even a desk-jockey like me can reduce emissions and save the world.

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Welcome to a brave new worldwide.

You can find the entire issue at Skanska.com.
Browse the pages as you do with the printed issue.
It is always at hand, whenever you want.
Welcome to the brave new **Worldwide**.
Enjoy your reading.

Worldwide

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ON THE COVER: NOEL MORRIN AND THE FUTURE GENERATIONS. PHOTO: HOLGER STAFFANSSON

DEAR COLLEAGUES, PARTNERS AND CLIENTS

The Skanska Code of Conduct lies at the center of our core values. And it should be a cornerstone for our behavior. It guides us as we do business and interact with our employees, our stakeholders and the society at large. It is not a cosmetic marketing ploy.

All Business Units conduct training programs with their thousands of employees. Unfortunately, some individuals make wrong decisions. Seven employees in Argentina have been involved in unethical behavior. We took immediate action. The employees were dismissed and we provided the authorities with our internal investigation findings and corrected the erroneous tax reporting and payments.

Today, we know that a great number of other companies are being investigated. However, Skanska chose to go public with the information first. Consequently, the case is now often referred to as the "Skanska case." The story is headline news in many places and stains Skanska's great name.

This is very disappointing – for me personally and more importantly for all hard-working ethical Skanska people. The misconduct of a few affects us all. Skanska is a glocal company – global and local. We can never justify bad behavior by referring to different local business cultures. There must be one Code of Conduct for the entire company without compromise.

Violation of the Code of Conduct is very serious. We have zero tolerance: one strike and you're out. Openness and transparency are vital to our success.

There simply is no middle way. We have had to leave markets where we found it was impossible to operate in accordance with good business ethics. But let me stress that we have no plans to leave Latin America. We are confident that the unit will continue to deliver excellent results accomplished in compliance with the Code of Conduct working for a selected group of like-minded customers. After spending seven days with our people in Buenos Aires, Argentina, and in São Paolo, Brazil, I am even more convinced that we will ride out the storm.

The Code of Conduct is always on the agenda when I meet clients. And I can assure you that they care. On one recent occasion a client told me, "That's the kind of company we want as a partner. We want to do business with people with strong values, just like we want our people to share our values. Let's sign the contract." And we did! So, without doubt, the Code of Conduct and the 4 Zeros are good for business.

And when I meet young people, students and potential employees, they never ask about our margins or profits. They want to know if our values are compatible with their own.

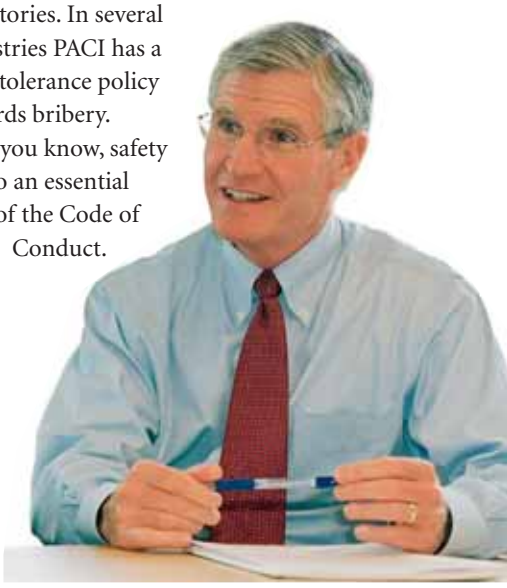
> "That's the kind of company we want as a partner. We want to do business with people with strong values, just like we want our people to share our values. Let's sign the contract."

Code of Conduct is a basic requisite for our success in recruiting and retaining people. We must walk the talk, or the talent will walk away.

As a leading international company, Skanska has a responsibility to the whole industry. We contribute greatly to society and to people's welfare and we cannot do it without a clean reputation. We must prove we're the good guys every day on every project and in every local office.

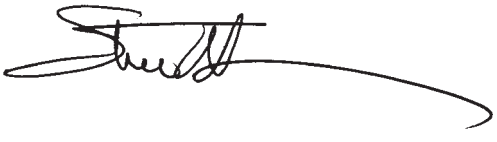
I try to make a difference whenever I can. For example, Skanska and a handful of international engineering and construction firms formed a task force to fight corruption at the World Economic Forum (WEF) meeting in 2004. This has now developed into the Partnering Against Corruption Initiative (PACI) with 123 signatories. In several industries PACI has a zero-tolerance policy towards bribery.

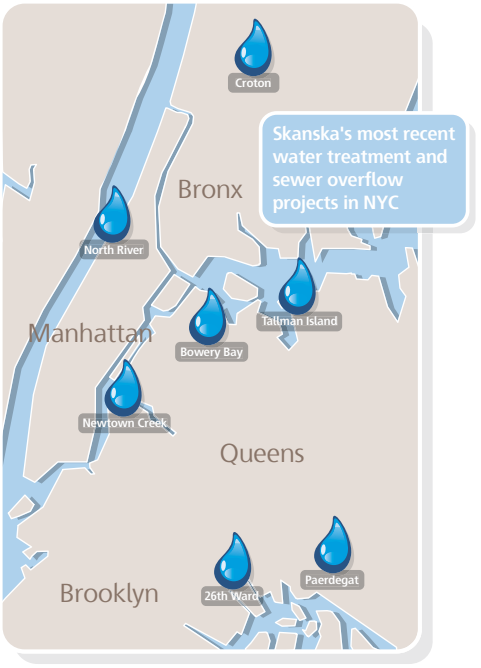
As you know, safety is also an essential part of the Code of Conduct.



Our safety efforts focus on caring for the lives and health of our employees in the same way that our business ethics focus on the life and health of the Company itself.

Till the next time I see you out there on our projects, remember that Skanska is a great company! It is very important that we nurture and take care of it. Don't let anyone ruin our brand name.





BIG UP IN BRONX

NEW YORK

Skanska has landed its largest order in the United States to date. The contract is for the Croton Water Filtration Plant in New York. The total contract amount is USD 1.3 billion, of which Skanska has 80 percent, corresponding to USD 1.04 billion. The customer is the New York City Department of Environmental Protection.

Skanska's assignment includes both the construction and installation work. Most of the plant is constructed in concrete covering a footprint area of 376,737 sq ft (35,000 sq m). The plant is being built on four levels underground. Skanska is responsible for the concrete work but not for excavation. Some 261,590 cubic yards (200,000 cubic meters) of concrete and 27,000 tons of reinforcing steel are expected to be used.

The Croton Water Filtration Plant is one of the facilities that supplies the City of New York with drinking water. The plant has the capacity to treat 320 million gallons (1.2 million cubic meters) of water per day and is located at the Mosholu golf course in the Bronx.

Skanska is currently building and upgrading seven water-treatment plants in New York.

LARGEST U.S. CONTRACTS TO DATE

1. Croton Water Filtration Plant in New York. Contract value USD 1.04 billion.

2. New Meadowlands Stadium for the New York Jets and New York Giants. Contract amount is USD 998.7 million.

3. Central Artery, highway tunnel, Boston, MA. Three contracts totaling to USD 935 million.

4. JFK Airtrain high-speed rail link between New York City and JFK Airport. Skanska's portion of the contract was USD 750 million.

TOP TEN

1 The Croton Water Filtration Plant in New York – the USD 1.3 billion project is the largest U.S. assignment to date. Congratulations to Skanska USA Civil.

2 Skanska is now among the 100 largest companies in Europe based on sales. As number 99, Skanska follows Volvo, Ericsson, ABB and Stora Enso on the list, compiled by the German financial daily *Handelsblatt*.

3 Congratulations to Skanska Poland and Skanska Commercial Development Nordic, the 2006 winners of Skanska's Business Unit of the Year award.

4 Cecilia Fasth, President of Skanska Fastigheter Göteborg, and Carina Edblad, Regional Manager of Skanska Sweden, who are both listed among the 125 most influential businesswomen in Sweden.

5 Skanska in Fortune's list of world's most admired companies In Fortune's annual ranking of the world's most admired companies, Skanska places second among construction companies. Skanska also gained the second highest place in the ranking among the Nordic companies, after Nokia. The list is based on a survey of slightly more than 1,500 senior executives and analysts in 26 countries.

6. *Some 40 percent of the newly hired recently graduated engineers in Skanska Sweden last year were women.*

7. Kyösti Tuutti, Professor at Lund University and Skanska's Research Director, has been elected a life member of the Royal Swedish Academy of Engineering Sciences (IVA).

8 THREE Skanska USA Building has been awarded the national Associated Builders and Contractors (ABC) National Platinum S.T.E.P. award for its outstanding safety record for 2006. This was the fourth consecutive year in which Skanska was recognized by ABC.

9 It was 60 years ago that Sociedad Argentina de Electrificación, SADE, Argentine was founded. SADE became Skanska Latin America in 1999.

10 What's on a trainee's mind? Find out at The Global Trainee Blog at www.skanska.com

ROCK THE HOUSE

STOCKHOLM

Skanska is known for encouraging and developing the talents of its employees. **Kristina Westin** works as a customer manager at Skanska Residential Development Nordic in Stockholm – during the daytime. However, her unique talent in music has led her to develop a parallel career as a singer/songwriter with a new album in the works.

Kristina says she draws inspiration from the customers and colleagues she meets daily.

"I have a fantastic job where I meet a wide variety of customers: young, old, singles and couples. All have very different tastes, and it is inspiring to help them create their new Skanska home."

With idols such as Norah Jones, Diana Krall and Emmy Lou Harris, her new album is sure to be on the charts in the near future. To encourage and support Kristina's artistic endeavors, Skanska is offering you the chance to **win a copy of her debut CD** by listing a number of popular songs that relate to Skanska operations or products. The 10 best entries will win Kristina Westin's "Your Voice" CD. Send your song list to alf.lindstrom@skanska.se no later than August 15. To listen to and learn more about Kristina, check her website at www.myspace.com/kristinawestin.

GOOD TO DO GOOD

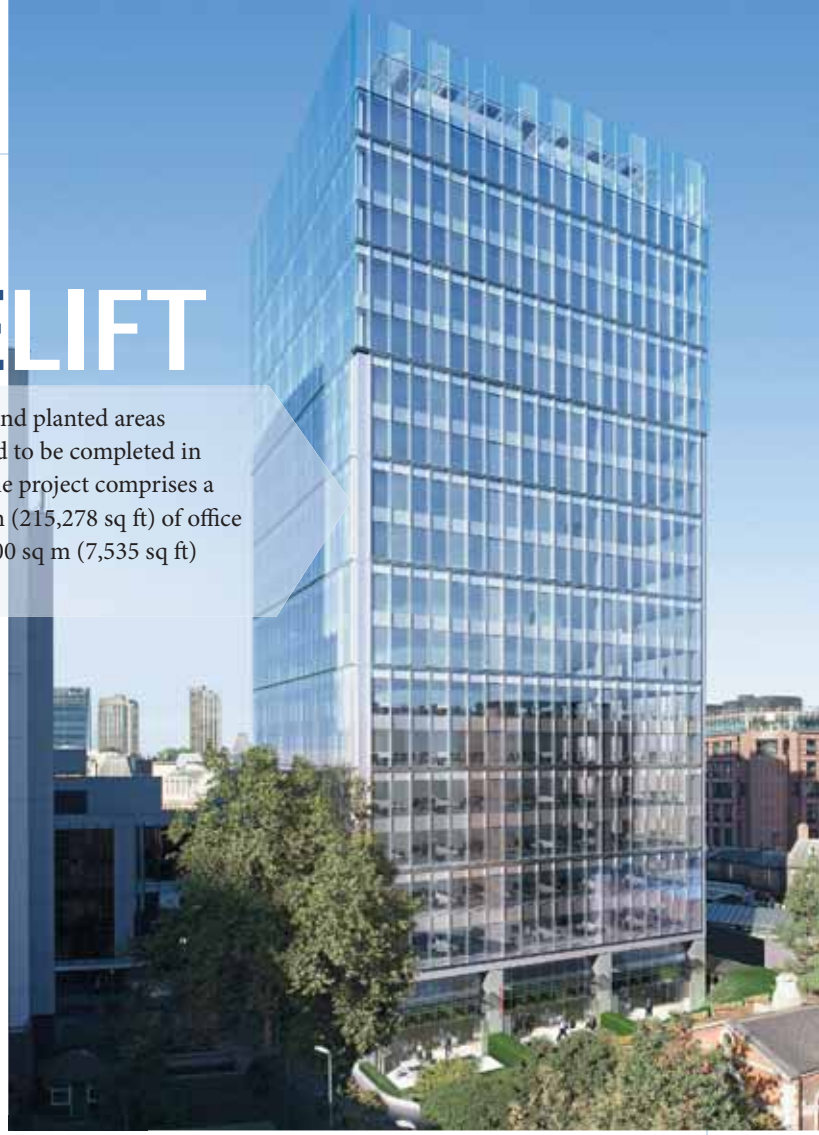
LAHTI, FINLAND

For every safety observation made by its personnel, Skanska Finland is donating one euro (about USD 1.34) to support the rehabilitation activities of the Finnish Association of People with Mobility Disabilities (FMD). In 2006 a total of 4,260 safety observations were recorded at Skanska worksites, and Skanska donated a corresponding sum to FMD's Lahti Rehabilitation Center.

LONDON FACELIFT

LONDON

Dashwood House, one of central London's foremost office buildings, is set to receive a major facelift and internal reconstruction. In addition to four new floors, the 15-story building also will have its external paved and planted areas upgraded. Expected to be completed in September 2008, the project comprises a total of 20,000 sq m (215,278 sq ft) of office space and nearly 700 sq m (7,535 sq ft) of retail space.



BUILDING ON SUCCESS

LONDON

By offering the customer a complete and integrated solution, Skanska has secured a contract to construct a 21,000 sq m (226,042 sq ft) office building in downtown London. The project will include not only construction but also mechanical and electrical engineering solutions. Renowned for its skill in commercial construction, Skanska has slated completion of the project for September 2008.

SOS CHILD SUPPORT

PHUKET, THAILAND

Skanska is helping children start a new life following the tsunami disaster.

Currently, an SOS Children's Village is being constructed outside Phuket in Thailand. The new village, which is being built partly through assistance from Skanska, will house approximately 120 children who lost their parents in the tsunami and who have no other relatives.

Several single-family houses are being constructed on the site, which is adjacent to a Buddhist temple and a private school, alongside the main road to Phuket. The municipal school is situated within walking distance, approximately 1.5 kilometers (1 mile) from the children's village.

Currently, there are three children's villages in Thailand taking care of 360 children, 55 young people living in youth housing and 170 children who attend SOS Children's Villages preschools.

Since the tsunami disaster in December 2004, Skanska has contributed USD 500,000 towards relief efforts implemented by SOS Children's Villages in Asia.

Skanska Sverige has also contributed an additional USD 12,500 by purchasing copies of *Krumelurpiller*, a collection of quotes and neologisms by Astrid Lindgren, being sold to benefit SOS Children's Villages.

Initially this village was planned for Sri Lanka but due to the political situation rescheduled for Thailand.

ON LEAVE FROM PIER 86

Teaming up with the United States Army Corps of Engineers, the United States Navy, a variety of New York City agencies and other experts, Skanska was instrumental in the temporary relocation of the USS Intrepid – a former World War II aircraft carrier, now a Sea, Air & Space Museum – from Pier 86 in New York City, to a shipyard in New Jersey, for a complete restoration.

TEXT: TERRY KUFLIK PHOTO: JIM DELLOCONO, PER ANDERS PETTERSSON

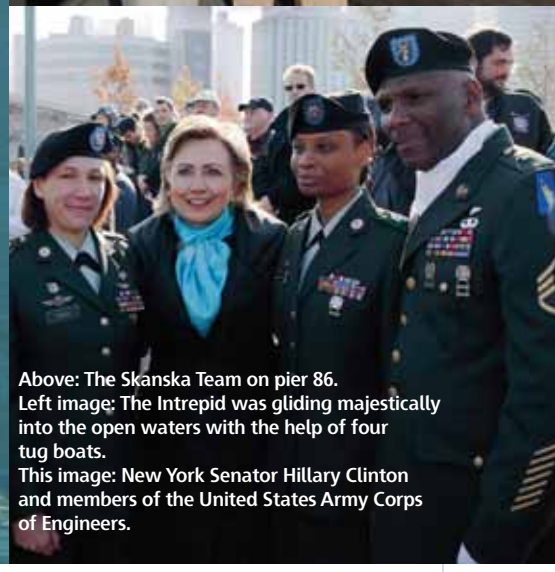
NEW YORK

Skanska landed this somewhat unusual assignment following a series of successful pier restoration projects along New York's Hudson River.

The move of the Intrepid was watched live by several hundred people who massed at the tip of an adjacent pier, which Skanska had just finished constructing. Thousands viewed the event on their television screens, thanks to the extensive broadcast coverage on the part of U.S. and international media.

On the appointed day, four tugboats moved carefully into place around the Intrepid and began pulling the 36,000-ton, 900-foot-long (274-meter-long) aircraft carrier. The enormous former warship was gliding majestically into the open waters of the Hudson River, amid cheers from the spectators onshore, dignitaries and guests aboard the ship, with horns blasting in cheerful greeting from other vessels.

While the Intrepid is "on leave," Skanska USA Building will serve as construction manager for the reconstruction of Pier 86, which has been home to the ship since 1982 and will serve as its permanent berth once the pier and the ship are rebuilt. Skanska's wide-ranging responsibilities included procuring the services and managing the



Above: The Skanska Team on pier 86.
Left image: The Intrepid was gliding majestically into the open waters with the help of four tug boats.
This image: New York Senator Hillary Clinton and members of the United States Army Corps of Engineers.

construction of the marine contractor charged with rebuilding the pier (Spearin Preston & Burrows) and multiple other contractors handling elements which include elevators, stair towers, utilities, hardscaping and landscaping.

According to **Dan Kolakowski**, Project Executive, Skanska USA Building, the existing Pier 86 is being demolished down to its wooden piles. After that, 360 epoxy-coated steel piles will be driven up to 180 feet (55 meters) deep to bedrock, and a new concrete pier will be constructed, extending 1,000 feet (305 meters) into the Hudson River and covering 117,000 square feet (10,870 square meters).

Matt Woods, Vice President Facilities, Engineering and Security, Intrepid Sea, Air & Space Museum, has appreciated Skanska's participation in this project from the beginning. He says, "Skanska has been involved with Pier 86 for many years. It has been great to be able to rely on someone familiar with the project and knowledgeable about city procurement processes and guidelines." Woods continues, "We also value Skanska's estimating and leadership skills. They think outside the box. They saved us a lot of money and time when they suggested that we price out rebuilding the pier without the ship in place. It would have taken five years to rebuild the pier around the ship and just two years without it." Woods also cites the contributions of Skanska's Dan Kolakowski. "He has been great. His project management skills have helped us out considerably."

I can tell you more

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FACTS **THE INTREPID**

The Hudson River Park
Pier 86 is owned by the City of New York and managed by the Hudson River Park Trust (HRPT), Skanska's client for the renovation project. Skanska is the construction manager for more than USD 180 million of projects for the HRPT.
The park stretches five miles (8 kilometers) from lower Manhattan's Battery Park, to 59th Street, along the Hudson River, on New York's West Side. When fully completed in 2009, it will have 13 public park piers.

The Intrepid
In 1943, the USS Intrepid aircraft carrier was commissioned for service in World War II and went on to serve as a primary recovery vessel for NASA and then saw service in Vietnam. She made it through seven bombs, five kamikaze attacks and one torpedo hit. She was decommissioned in early 1974. Established in 1982, the Intrepid Sea, Air & Space Museum complex comprised of the 900-foot-long (274-meter-long) carrier Intrepid.

JOINING PHARMA FORCES

Teaming up its international expertise Skanska is expanding services and competence for Pfizer in Sweden.

TEXT: ALF LINDSTRÖM PHOTO: HOLGER STAFFANSSON

STRÄNGNÄS, SWEDEN

Skanska is a longstanding service provider to the pharmaceutical industry in the United States. When Pfizer decided to expand their present facility in Strängnäs, Sweden, they elected to bring this pharmaceutical expertise beyond the U.S. market to Sweden. Skanska targeted this opportunity to team up Skanska USA Building with their international Skanska colleagues.

Expanding Skanska's U.S. expertise within Life Sciences to additional markets was addressed by a task force within the STEP, Skanska's Executive Development Program. **Phil Southerland**, who heads Skanska USA Building's Center of Excellence for the Life Science industry, and **Chris Cestone**, Account Manager responsible for Pfizer, aligned this opportunity with Skanska Sweden.

Skanska's united pharma team, from left Kjell Klasa, Raymond Hvizdos, Göran Pettersson and Sheldon Bolstad.

The team's efforts resulted in a contract with Pfizer to expand an existing biotech plant in Strängnäs. Along with having total responsibility for the core and shell applications of the building inclusive of all the building services, Skanska is also responsible for the installation of the process equipment and the Skanska Pharmaceutical Group (SPG) has the Quality and also a commissioning and Qualitification support role. By investing about SEK 1.5 billion (USD 213 million) in the facility, Pfizer aims to create a flexible biotechnology production facility.

"We are very proud of being awarded another project for Pfizer. Earlier we built their new headquarters in Sweden, and it is especially rewarding to be able to extend our services for Pfizer," says **Mats Nyström**, Regional Manager, Skanska Sweden.

"Life Sciences projects involve special demands. For example, these projects require a very clean environment, and you must be certified to meet the strict requirements. There is also a lot of sophisticated equipment, and each facility is designed for a specific product, so there is very little of standardization," says Phil Southerland.

"We combined pharmaceutical expertise, including commissioning and qualifications, with local knowledge to bring the best solution for this client. It is rewarding to know it was a winning strategy," says Chris Cestone, Skanska USA Building's Account Manager responsible for Pfizer.

In the United States, the customer is delivered a fully commissioned facility. All the equipment, piping and controls are fully installed, tested and ready for operation. This know-how has now been imported to Sweden. The targeted mechanical completion date for Skanska is September 15, 2008. The process system will be turned over to Pfizer in a scheduled sequence ready to start the validation/commissioning effort.

Sheldon Bolstad, Senior Construction Manager and his colleague Raymond Hvizdos, Process Project Manager, are joining forces with Skanska Sweden's Project Director **Kjell Klasa** to form a winning team for the Swedish pharmaceutical industry.

"It's a great opportunity for us in Sweden to draw upon the U.S. experiences. Not only does this give us the necessary knowledge to meet the client's demands. Hopefully it will also give a big advantage when we pursue future opportunities," says Kjell Klasa.

> "We are there to do everything to make it work according to the clients' requirements."

"For Skanska, bridging oceans, cultures and new technologies is very achievable and welcomed to further broaden client relations. We realize that facilities such as this one require the ultimate in quality to fully comply with all the regulatory requirements governing the manufacture of any drug," says Sheldon Bolstad, Senior Construction Manager, Skanska USA Building.

In contrast to the United States, in Sweden Skanska has generally contracted for the core and shell only. Now the capabilities for a complete finished facility have been extended in Sweden.

"We are problem-solvers. The equipment for biotech and pharmaceutical facilities is unique and very complex. The installation also includes complex instrumentation and electrical systems. The construction of the facility requires close coordination between multiple contractors," relates **Raymond Hvizdos.**

In addition to the installation, we will assist Pfizer in the start-up, commissioning and qualification of the facility. According to Hvizdos, Skanska USA Buildings success in this sector is based on two key factors. "You have to understand the basis of the design and engineering along with the client's expectations for the final product," he says.

I can tell you more

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HOT SUMMER BUSINESS

WARSAW

Three new commercial development projects in Central Europe are what Skanska is starting this summer.

In Warsaw, the second phase of Marynarska Point is being developed and built in the expansive Mokotov business district.

Skanska has started the first phase of the Grundwaldzki Center in central part of Wroclaw. At the same time, a 5,000-sq-m (53,820-sq-ft) office project, Vysehrad Victoria, is being started in the Czech capital, Prague.

AWARDS

BRAZILIAN BEST PRACTICE

SAO PAOLO

In recognition of more than 2.7 million staff-hours worked without a single lost-time accident, Skanska Latin America received Petrobras's award for "Outstanding Merit in Safety, Environment and Health by Means of Control, Monitoring and Execution on the Field," for 2006 work at the Unidad Coque Project in the Duque de Caxias Refinery, Brazil.

The contract employed almost 3,000 workers, and Skanska spent 2.5 percent of the total staff-hours to train workers in safety, emphasizing "Zero Losses, Zero Accidents, Zero Ethical Breaches and Zero Environment Impacts," according to **Valdir Varella**, the Reduc Project Manager. Likewise, almost 2.5 percent of the project value was invested in maintaining a work philosophy based on people awareness, their desire for protection, in technique and in training towards achieving Skanska's goals.

Deodato Santos, national Quality, Health, Safety and Environment Manager, explains, "When the Skanska managers visit a project, they 'get their boots dirty' and serve as an example to all personnel, assuring that safety and the use of safety equipment is indispensable."

The Skanska Latin American President, Hernán Morano, second from left, and the REDUC team, honored for the safety performance.

GOOD NEIGHBOR

NEW JERSEY

Skanska USA Building, in conjunction with Gensler Architects, won a 2007 New Jersey New Good Neighbor award for the renovation of the Verizon Operations Center in Basking Ridge, N.J. The recognition is based upon economic benefit/job creation, architectural merit and community involvement.

LADIES WITH NAILS AWARD

OSLO

The women's network in Norway known as "Piker med spiker" (Ladies with Nails, as in "woodworking nails") includes more than 100 female graduate engineers from the Norwegian University of Science and Technology (NTNU) in Trondheim. **Petter Eiken**, Executive Vice President at Skanska, has been selected the first winner of the organization's award. The award is in recognition of Eiken's efforts to recruit women and his outspoken advocacy of more women in the construction industry.

GOLDDIGGERS IN GOTHENBURG

GOTHENBURG

The Götaleden route won this year's Major Town Planning Award in Sweden. The aim of the award is to broaden the view from mere construction to creating social values including such aspects as public benefit, architecture, technology, sustainability, cooperation, renewal and efficiency.

DANISH DONATION

DENMARK

Environmentally sound and affordable quality homes for people who do not have high incomes. This was the citation text for the Rockwool Award presented to BoKlok (Live Smart) in Denmark. The DKK 100,000 prize was donated to Save the Children.

SUPER SAVERS

KARLSTAD, SWEDEN

Skanska Sweden's Environment Prize 2006 has been awarded to the Seglet residential project in Karlstad. In an exemplary and creative fashion, the super-insulated energy-efficient apartment block significantly improved energy performance.

CLEAN SWEEP IN FINLAND

FINLAND

Skanska Finland was awarded first prize in all categories of the Going Safely in the 21st Century – the annual occupational safety competition in the Uusimaa region in southern Finland. Skanska won the awards for the Espoon Reimantorni residential project for a civil project in Ilves best company in both residential construction and civil engineering categories the annual trophy awarded by the Uusimaa Industrial Safety District

"Of course we are happy for the awards. We are best in Finland, but still we are behind all other Skanska Business units. We have to improve and we can't be satisfied until we achieve the zero accidents goal," says **Juha Hetemäki**, President, Skanska Finland.

BEAT THE HEAT

Global warming is already affecting the world. And most experts blame humans. Skanska takes the side of the planet, by working on how to beat the heat, save energy and reduce emissions.

Join us on the following pages and read about how Skanska is combatting global warming issues. The aim is to become a green builder – people and machinery working in an energy efficient way. And offering clients green buildings – sustainable in a life-cycle perspective.

Beat the heat.

Start taking action today.

PHOTO: GETTYONE


SWE

SAVING ENERGY FOR THE FUTURE

Saving energy and reducing CO_2 (carbon dioxide) emissions are the aims of the new energy policy at Skanska. Implementation throughout the Group will begin as part of 2008–2010 business plan development, trying to save the planet – today and for future generations. Noel Morrin outlines the direction.

TEXT: ALF LINDSTRÖM PHOTO: HOLGER STAFFANSSON

STOCKHOLM

The polar icecaps are melting, floods and hurricanes are more frequent, deserts are spreading. In one way or another, climate change has begun to affect all areas of planet Earth and all of its inhabitants.

Urgent action must be taken. Individuals often feel helpless because one person's impact seems so miniscule. However, as part of a large, international company such as Skanska, all of us can make a difference individually and collectively. 56,000 employees can have a meaningful impact in a sector that accounts for about 40 percent of man-made CO_2.

The first step is the Company's new energy policy, which is aimed at improving energy efficiency and providing a guide to more sustainable approaches to our activities. The policy involves all aspects of Skanska's activities: its people, its processes and its products.

"Energy is a major resource, it is universal, and we can control how we use it."

"Energy is a major resource, it is universal, and we can control how we use it," says **Noel Morrin**, Skanska's Senior Vice President Sustainability. "This way we can have a positive impact on the major cause of climate change."

Morrin outlines how Skanska and its people can make a difference by more energy-efficient use of cars, equipment and offices.

"If we, as consumers, can save one kilowatt-hour at the point of use, the total saving effect is significantly more.

"In short, one could say that our initial focus is to be a Green Builder," says Noel Morrin, Senior Vice President Sustainability

Generation of electrical energy and its transmission over long distances is very inefficient and wasteful. Overall savings can be achieved in the power station, along transmission lines and at the user's end."

In what ways can Skanska play a role in combating climate change?

"We should focus on assets that we can directly influence, such as equipment, development projects and vehicles. But it is the efforts of our 56,000 colleagues that will really make the difference.

"Like an onion with many layers, in the center we have our employees, then we have our assets, such as the 'yellow equipment' on our project sites. Our business units form the next layer and they can help by improving their energy efficiency with regard to local conditions. Of course, longer term, we also hope to influence the outer layers, such as like-minded clients and partners."

What can we do as individuals?

"Quite a lot, actually. Simple awareness of energy use makes a big difference. Just switching off computers, printers and faxes overnight or changing to low-energy light bulbs saves considerable energy. The effects can be multiplied by taking the same actions in our private lives.

"As Skanska employees we can also improve how our businesses are operated. We have professional expertise that we can offer our clients to assist in the design and selection of more sustainable solutions. For example, in the United States we have 71 LEED Accredited Professionals (Leadership in Energy and Environmental Design)."

What can be done to reduce the environmental effects of our machinery, cars and such?

"Today, we consume a lot of energy with company cars, construction equipment and other vehicles. We own yellow equipment valued at roughly SEK 5 billion (USD 712 million) and influence much more machinery owned by subcontractors. For example, a compressor that has the tiniest hole in a hose wastes energy every day. Maintenance is a great way to save money and energy.

"The efficiency of an electrical motor declines each time it is rewired. Perhaps it would be better to develop a policy that sets a limit on the number of times a motor can be rewound before it is more economical to buy a new one. It is a generally accepted fact that in financial terms a typical motor uses 10 times as much energy in a year as it cost to buy in the first place. I have many examples like these."

How can we cooperate with our clients to reduce the energy footprint?

"We should be there to help them add value to their projects. I already mentioned our LEED accredited people, and we intend to have more such expertise that can be shared across the Group. For example, when one of our major U.S. clients decided it wanted us to build a LEED accredited building in

TURN IT OFF – WATTS TO SAVE

Poland, we were able to link our U.S. experts with their Polish colleagues to assess what could be done. This is something that only an international company like Skanska can do. It would be almost impossible for a local company to mobilize this sort of capability.

"And for several years our Commercial Development units have proven that we have the capability to reduce the energy consumption of buildings. What we do in our own development projects, we should be able to do for other clients as well.

"It's not rocket science. It's done by taking a holistic view in planning and by using existing technical solutions in a smart and flexible way. Usually it is not expensive. In fact, quite often a well thought through project can reduce costs if we are involved early enough in the design. The payback time is acceptable, and the environmental effects are long-lasting.

"In short, one could say that our initial focus is to be a Green Builder! That is, we will make sure that we – our people, assets and processes – are as energy-efficient as possible. In the next step, we will focus on our products, delivering Green Buildings to our clients, Skanska Development Units and then like-minded external clients interested in this concept.

"Of course, some clients will still want less energy-efficient buildings. But as our catalog of good examples expands, a growing number will see the sense in asking for more sustainable solutions. Especially, since we can show that the life-cycle costs (LCC) will be more favorable."

So what will the immediate actions be?

"We will address the different layers of our onion differently. An energy efficiency handbook will be produced for our employees. It will give specific tips and advice on how to save energy at work. And we hope that it will also influence our private lives and our homes. That would multiply the effects!

"Regarding our assets, the business units are developing green vehicle plans suitable for their markets using guidelines produced by Skanska AB. And we will develop technical guides on how to improve the energy efficiency of all yellow equipment.

"In facilities we occupy, we can also make a difference by choosing low-energy alternatives and by turning off equipment. There is a long-lived myth that electronic equipment should not be turned off. That's completely wrong."

> "As Skanska employees we can also improve how our businesses are operated. We have professional expertise that we can offer our clients to assist in the design and selection of more sustainable solutions."

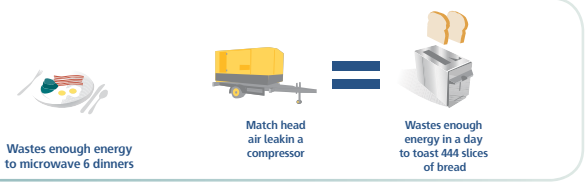
Why do you think that Skanska can make a difference for the climate?

"We have the advantage of scale and we are a leading company, or among the leading companies, in the markets in which we operate. The decentralized organization with shared common procedures and values will help us.

"Being Scandinavian is a valuable differentiator.

"Also, we have the will and the means. We have the right people, well-performing assets and a growing catalog of very good examples from our Commercial Development Units. We practice what we preach!

"And, not to forget, we have world-leading and like-minded clients that will want to contribute to saving the planet."



I can tell you more

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COMING ATTRACTIONS

STOCKHOLM

Green car policy. How the Company's car fleet will shift gears to be more energy efficient will be sent out later this year, to be implemented from the beginning of 2008.

"Employee Energy Efficiency Handbook"
How to reduce energy demand and CO_2 emissions in your daily life, at work and at home. A guide for all employees, to be distributed in September.

Energy Efficiency Handbooks for Equipment and Facilities. How to optimize energy efficiency in the operation and maintenance of yellow equipment and facilities, to be distributed later this year.

TUUTTI TO THE ACADEMY

STOCKHOLM

Kyösti Tuutti, Professor at Lund University's Faculty of Engineering and Skanska's Research Director, has been elected a life member of the Royal Swedish Academy of Engineering Sciences (IVA), Social Structures Department. Founded in 1919, IVA is the world's oldest academy of engineering sciences. IVA focuses on education, research, technology and social issues.

TUNNEL VISION

STOCKHOLM

Sweden is facing large infrastructure challenges, and the Royal Institute of Technology (KTH) in Stockholm has acknowledged this by appointing a professor in Tunneling. Last year, Skanska's **Ulf Håkansson**, PhD, assumed the position of Adjunct Professor at KTH. In short he will bridge the gap between practical construction and the latest scientific findings. He will also address today's technical issues to find solutions for the future.

As is true of an increasing number of Skanska's global customers, Pfizer has ambitious environmental goals. About 35 percent of the company's electricity in 2010 shall be from emission-free energy sources.

DOUBLED EFFICI

TEXT: ALF LINDSTRÖM PHOTO: HOLGER STAFFANSSON

STOCKHOLM

The new Swedish – and Skanska-built –office of the world's largest pharmaceuticals company is contributing to achieving this goal. The energy-efficient building has qualified in the European Union's European Green Building Program. The qualifying standard is that the building's energy consumption must be 25 percent lower than the Swedish norm.

"We are about 50 percent below the norm for new buildings. And through Green Building, we receive acknowledgement that the new building is highly energy efficient. This is important for our employees and our brand. Many of our employees are not aware of the performance of this building," says **Bengt Mattson**, PhD, Director, Environment, Health & Safety, Pfizer Health AB.

Silverdal, the site of the Pfizer building, has been planned as a resource-efficient science village, with space for residences and worksites. The goal is to create an environmentally rich area for both work and recreation.

"Among other reasons, we chose Silverdal because the entire concept fits well with Pfizer's global ambitions about energy efficient operations. In addition Silverdal offers good public transport and is beautifully situated."

The environment is not the only winner when EU approval such as the European Green Building Program is awarded. Bengt Mattson emphasizes Pfizer's broad focus on corporate social responsibility.

"We work intensively with the company's business ethics, personnel, purchasing, good citizen activities and with the communities in which we are active. Climate and environmental issues are part of these efforts and this includes our buildings, transport and waste management as key components."

He now thanks Skanska for its work

Kenneth Huldén, left, and Bengt Mattson at Pfizer takes action to save energy.

ENCY

making the office in Sollentuna, north of Stockholm, one of Sweden's – yes, perhaps even one of the world's – most energy-efficient buildings.

"Without Skanska's technical know-how and constructive proposals, I don't think it would have been so good. Skanska's input has been highly valuable in the entire process. It is good that the municipality sets demands and guidelines, but it is even more important to listen to the expertise available in business. The municipality should not guide every detail," says Bengt Mattson.

The Sollentuna Municipality's intention initially was that all parts of the area should have an energy consumption that was 65 percent of the Swedish norm.

Skanska, with Jonas Gräslund in the lead, accepted the challenge but proposed that the 65 percent should be an average value. Through using district heating and the lake waters for cooling, it would be possible to reduce the average consumption considerably more in office buildings and premises than in housing. The Sollentuna Municipality accepted the Skanska solution.

"The ambition in the municipality is to contribute to long-term sustainable development. For example, when selling land we place demands on energy efficiency and limited environmental impact. During negotiations about the sales terms, Skanska contributed in a constructive manner to favorable total solutions," says **Lars Keski-Seppälä**, Project Manager, Central Administration Department, Sollentuna Municipality. "An obvious risk otherwise is that demands and solutions result in suboptimizations that are not sustainable."

Lars Keski-Seppälä, Project Manager, Central Administration Department, Sollentuna Municipality.

Openness, communications and innovation were the guiding principles for the design. Pfizer employees participated in the work through different work groups.

"This is all of Pfizer's office – everyone is involved," says **Kenneth Huldén**. As Facility Management Manager, he has an eye on energy consumption through his computer-aided control and regulation system. "All of the technical systems have worked very well." He also has continuous contact with his fellow employees, who are pleased and proud about their new offices.

GREENBUILDING

POWERFUL PERFORMANCE

STOCKHOLM

Two professors and 11 energy experts: They are Skanska's best practices group, energy performance of buildings. This Skanska network group has the mission to develop and implement procedures that will meet the EU Directive on Energy Performance of Buildings and Skanska demands on energy issues.

The Company's own professor and Research Director **Kyösti Tuutti** is chairing the group, assisted by Professor **Arne Elmroth**, Lund Institute of Technology.

"The new European directive for the energy performance of buildings has increased awareness of this issue," says chairman Tuutti. "The benchmarking performed by the business units has improved our knowledge, and many ideas will be implemented."

For example, Skanska UK has been invited to Sweden to discuss energy in hospitals and Swedish experiences; an energy workshop has been held for Skanska Denmark; support has been provided to Skanska Norway for assessing several buildings; and a working procedure for energy issues is under way.

IS THIS SAFE?

Heights are hazardous, and falls are a major cause of fatalities. But falls can be avoided. It is a matter of planning, knowledge and mindset, according to Hendrik van Brenk and Neil Moore, Skanska's safety experts.

TEXT: ALF LINDSTRÖM
PHOTO: HOLGER STAFFANSSON

STOCKHOLM

Hendrik van Brenk has more than 25 years' experience in the health and safety field in different industries. He holds a MSc from the University of Southern California (USC). As one of Skanska's safety experts, he divides his time between the Group and Skanska USA Building, where he serves as Senior Vice President Safety, Health & Environment. He will continue to lead development of Skanska's global safety program and chair the Safety Performance Network, visiting all business units, sharing knowledge and transferring best practices.

Neil Moore is the Health and Safety Coordinator for Skanska's European operations. He is a civil engineer with 25 years' experience in the construction industry. For the past seven years, he has been responsible for Skanska UK's safety efforts.

While Skanska continues to improve its safety performance, the organization remains focused on achieving an injury-free workplace. However, in 2006, six fatalities occurred – all related to falls from heights. The accidents involved one employee and five subcontractor employees.

"We can – no, we MUST prevent this from happening. The goal of zero accidents is certainly achievable," van Brenk says.

During his long career in safety, van Brenk has investigated numerous accidents and fatalities. And he has boiled down his conclusions to one word: planning.

training or signs and labels. Lastly, personal protective equipment (PPE) should only be used after the above methods have been put in place and the hazard is still not completely controlled.

Pre-task planning of critical tasks is an essential part of managing a safe project. We have to ask: "What can we do to make this safe? Is this the only way we can do this task? Is this the safest way to do it?" In this process of pre-task planning, the same hierarchy of hazard controls is employed.

"We have a choice of methods and ways of working, if we plan ahead," says van Brenk.

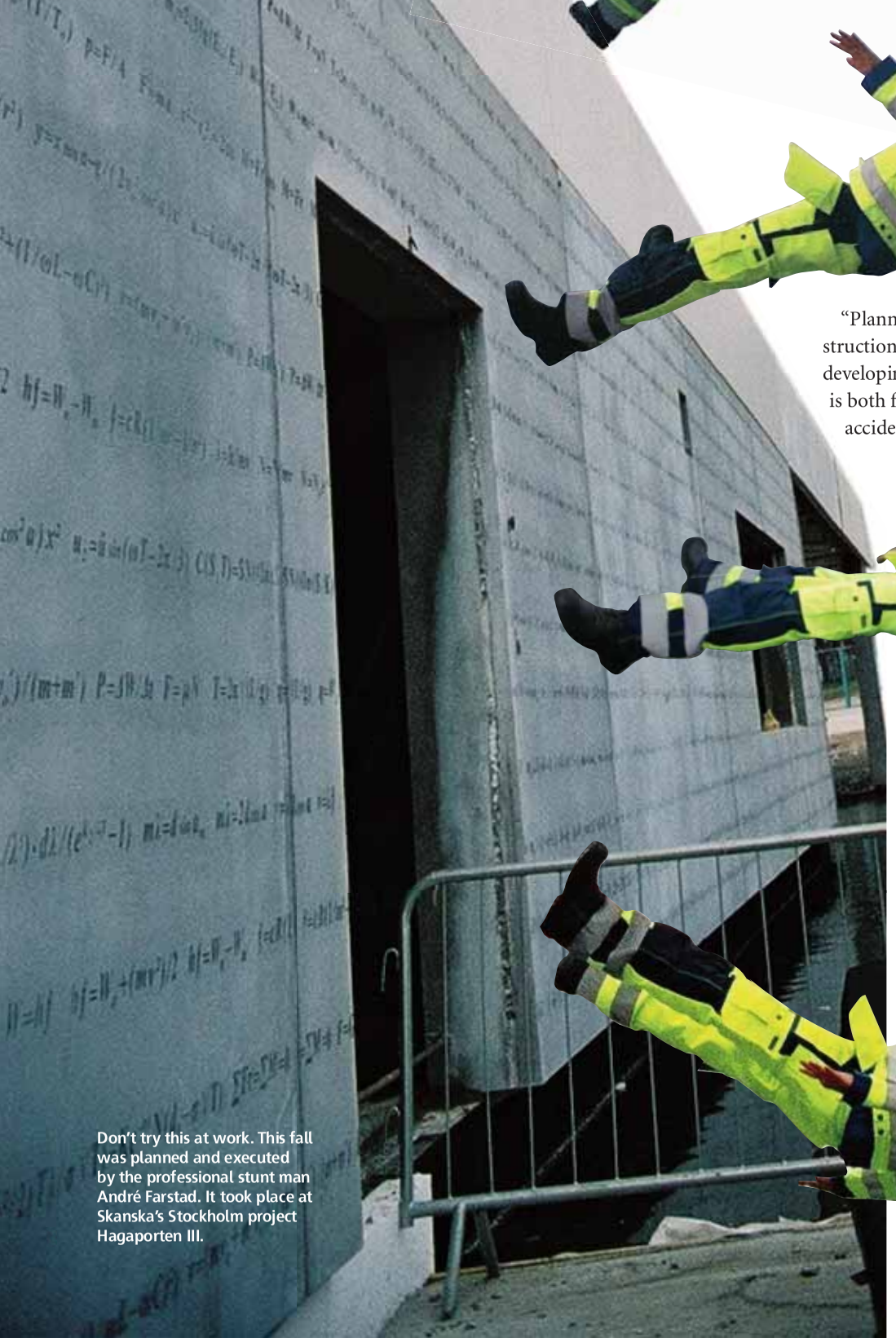
Despite all planning, PPE is necessary. In construction, a safe situation can instantly turn into a hazardous one. And accidents often happen in familiar situations, when you do things you have done a hundred times before.

"So our challenge is to change the culture," Neil Moore contends.

Accidents have been a part of the industry for too long. In the early 1900s, there were fatalities every week in high-rise and tunneling construction. National health and safety agencies were formed 50 or 60 years ago to gather and disseminate knowledge to improve safety.

"We are still there in a way," Moore says. "We have the knowledge. But now we must establish a new safety culture, a culture with peer intervention in which it is OK to tell your co-worker to put the hard hat or harness on. Or ask a question like 'Is this safe?'"

Although Skanska has some way to go to reach its zero accident goal, good initiatives can be noticed daily.



Don't try this at work. This fall was planned and executed by the professional stunt man André Farstad. It took place at Skanska's Stockholm project Hagaporten III.

"Plan, plan, plan! That's one critical key to a safe work environment."

Can you really plan to eliminate hazards?

"Planning is an integral process of any construction project. Recognizing risks and then developing a scheme to abate that hazard is both fundamental and vital to avoiding accidents."

Consequently, safety starts long before you put on the hard hat.

According to van Brenk, safety planning involves three levels, a hierarchy of controls that you have to go through. Engineering controls are a system designed to prevent the hazard from reaching you, such as an edge fence to eliminate a falling hazard. Administrative controls include safety standards,

- In Skanska Norway, every accident is reviewed by the management team.

- In North Carolina, Skanska USA Building encourages safe behavior through a weekly raffle. Every time you contribute to a safer workplace, you receive an "Attaboy" lottery ticket that can make you a winner.

- In Skanska Poland, the workers are competing for a prize for best safety job assessment.

- In Skanska Sweden, a special PPE collection for female workers has been developed.

Initiatives such as these put safety issues in focus and help encourage a safe culture, according to van Brenk and Moore.

In 2006, a Group-wide Safety Performance Network was established for sharing knowledge. Working groups are dedicated to finding common solutions. One of these efforts resulted in a common metric system for the safety statistics. It will be implemented this year and facilitate and enhance benchmarking and improvement.

Fall protection will be one of the focus areas during the annual Skanska Safety Week which will take place for the fourth time, October 22–28 2007.

Skanska's safety experts Neil Moore and Hendrik van Brenk.

We can tell you more

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CREATING GREENER VALUE

Slow airflow and non-complex solutions. Skanska's Jonas Gräslund explains how to reduce the energy needs and CO_2 (carbon dioxide) emissions of buildings.

TEXT: ALF LINDSTRÖM PHOTO: HOLGER STAFFANSSON

STOCKHOLM

Energy consumption in Skanska's new buildings is as much as 30-40 percent less than in existing structures. No hocus pocus about it, and it's not rocket science. One measure to save energy is slowing the airflow speed in the ventilation, which does not sacrifice comfort.

Energy consumption in buildings can be reduced substantially. Skanska has proven it, again and again. Every new project results in improved environmental performance characteristics.

"It's a matter of taking a comprehensive approach, of looking at it holistically," says **Jonas Gräslund,** Technical Manager, Skanska Commercial Development Nordic. "We must consider the environmental impact of what we build in and of the long operating phase."

Since 2000, Jonas has helped reduce energy consumption in many of Skanska's Commercial Development projects, from 145 kWh/sq m (13.5 kWh/sq ft) annually, to 75 kWh/sq m (7 kWh/sq ft) annually.

Let us first point out that the drive to cut kilowatt-hours is by no means a matter of reducing the standard. The workplaces must be comfortable regardless of weather and wind. Nor does it involve any sacrifice of quality in other respects—quite the contrary. Moreover, energy-efficient properties are more attractive to investors.

The holistic perspective means that energy and CO_2 issues are involved in all aspects of the project. The building, the

RELATION BETWEEN PRIMARY ENERGY AND CONSUMED ENERGY

60% OF ALL ENERGY IS LOST IN THE PRODUCTION AND TRANSMISSION PROCESS

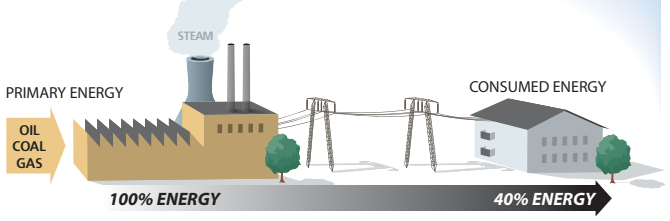

ILLUSTRATION: TOMAS ÖHRLING

DO THE RIGHT THING

Use local energy resources

Take resource efficiency and climate impact into account when choosing energy supplies. Using district heating from systems that rely heavily on co-generation often reduces resource consumption and climate impact. Where possible, cooling should make use of district cooling (for example, deep lake water cooling).

Construct tight outer shells

Well-insulated buildings are energy efficient. Outer shells, including seams and diffusion seals, should be constructed with care. Pressure tests should be conducted on the whole building to reduce the risk of unwanted air leakage.

Jonas Gräslund takes a giant step to build a sustainable future.

location and the region – everything is analyzed from a resource or primary energy point of view when a new project or area is being planned.

Jonas Gräslund and the project team attack the major issues first: Does the area have district heating, district cooling, seawater cooling or any other resource that could reduce its dependency on purchased electricity? What facilities are available in the local area and what might the region be able to offer?

Then the building is designed, based on the strengths and limitations of the surrounding environment. Generally, the aim is to find solutions that are simple and flexible.

During the operating phase, approximately half of the primary energy goes into the building's installations, such as heating, cooling, ventilation and elevators. That is where Skanska can influence energy efficiency. The other half of consumption is the tenants' – for lighting, restaurants, computers and copiers – and not related to the design of the building.

Windows and air-treatment units have the greatest impact on total energy consumption during operation. Balancing the various inputs is complicated: large windows produce heat and light, but oversized windows can also increase the need for heating and cooling.

The air-treatment units are a science in themselves. For the mechanical installations, Jonas applies a four-step approach.

* Low lifecycle cost (LCC)
* Low environmental impact (LCA)
* Flexibility
* Non-complex solutions

"Weighing in all aspects gives us a chance to lower the total energy consumption and environmental impact. Low lifecycle cost is not always best in the long run. For air-treatment units, for example, it is extremely

continued on next page

Appropriate use of high-quality windows

Surface-coated windows with low U-values reduce heat transfer to the outside during the winter and from the outside during the summer. The percentage of the facade accounted for by glass should be neither too high (more than 60 percent) nor too low (less than 20 percent).

A high level of heat recycling and low air velocity

The size of the fan motor and the amount of electricity required for its operation can be reduced by maintaining low air velocity in the ventilation system (3-5 m/s maximum), using a uniform duct size and avoiding downscaling of ducts.

Optimize lifecycle costs

By combining such a design with an LCC-optimized air-conditioning installation providing for low air velocity (about 1.6 m/s) and large heat-reclamation surfaces, energy consumption can be cut in half as compared to traditional ventilation systems.

important to consider the appliance's long-term electricity consumption.

"We focus a little more on increasing efficiency and reducing resistance by having more efficient units and larger dimensions in the air channels. It is more efficient to have a large car pulling a small trailer on a flat highway, than the opposite. Above all, you shouldn't have a small car pull a large trailer up an incline."

Not only does the environment benefit from Skanska's energy-efficient buildings. Investors are pleased about reduced operating costs. And for that reason, they are also willing to pay more for the property. The market value rises.

"The buyers have thoroughly analyzed our solutions as part of their due diligence. And they have found that energy efficiency has increased in the ways we have described. Now they can appreciate the value of our properties. This becomes even more important for investors in periods of rising energy prices. At the same time, of course, it is good for our brand and for the buyers' brands to be able to say we have energy-efficient premises," concludes Gräslund, who is also contributing to a variety of research projects and is a frequent speaker at energy conferences.

> "We must consider the environmental impact." Jonas Gräslund

FOOTNOTE: Jonas Gräslund has been appointed Product Development Manager within Skanska Residential Development Nordic.

I can tell you more

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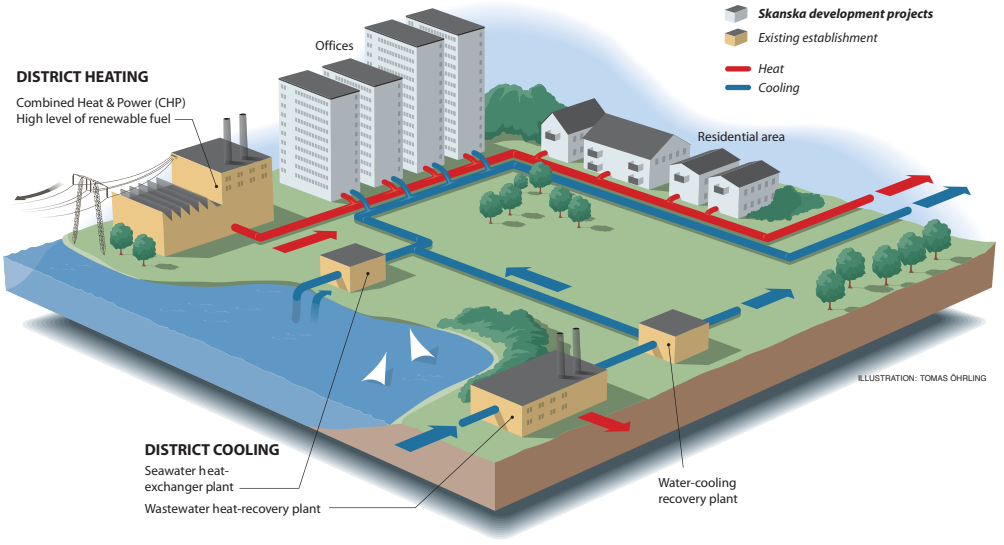

FACTS ENERGY DEMAND

Estimated energy demand and carbon dioxide emissions resulting from building services, excluding tenant process energy, per leased floor space and year.

New Skandia office, Stockholm

Energy reqmt 75* kWh/sq m
CO_2 released 9* kg/sq m
*) assumed level, detailed calculation not made

ÅF new headquarters, Stockholm

Energy reqmt 75 kWh/sq m
CO_2 released 9 kg/sq m

Pfizer Sweden office, Stockholm

Energy reqmt 65 kWh/sq m
CO_2 released 8 kg/sq m

ITT Flygt headquarters, Stockholm

Energy reqmt 78 kWh/sq m
CO_2 released 9 kg/sq m

3's headquarters, Stockholm

Energy reqmt 80 kWh/sq m
CO_2 released 9 kg/sq m

West End Business Center, Budapest, reduced demand

Energy consumption in phase II reduced to half, compared to phase I completed in 2000

Use air twice

Exhaust air from offices is clean enough to be used as a source of air for the garage. In this way, air can be used repeatedly, eliminating the need to heat air for a garage above the temperature outdoors.

Reuse internal heat and heat generated by tenants and avoid purchasing cooling

Use cooling baffles to meet cooling needs for meeting rooms and at the same time return heat generated by lighting and personal computers to the building. Heat from cooling baffles is returned to the building's ventilation system when it is used to preheat outside air in conjunction with the free-cooling battery.

Energy efficiency...

means using a certain amount of energy to perform as large an amount of energy services as possible. The amount of primary input energy generally involves converting energy from an initial form to another form suitable for end use (for example fuel), which is then used to run machines and facilities and provide different energy services (light, heat, transport). Where a higher percentage of energy is converted and used, energy efficiency is said to be higher.
Source: The Swedish National Encyclopedia

ENVIRONMENTAL BY DESIGN

Skanska's team completes first NYC Transit green project

NEW YORK, NY

Cutting energy needs by 36 percent. A car wash that runs on fully recycled water. No need for mechanical ventilation. No need for artificial lighting during the day. 26 green devices make the Corona Yard the first LEED® certified Maintenance Facility.

The project is the first New York City Transit (NYCT) facility that meets Leadership in Energy and Environmental Design (LEED) requirements and is one of the very few green buildings in NYCT's system. It was placed in service by NYCT in mid-June 2006.

Skanska USA Civil offered the best total solution; that is, both best price and best proposition for meeting the green issues.

LEED provides a complete framework for assessing building performance and meeting sustainability goals. In this case, it included a total of 26 different items, spanning from high-tech innovations with a high investment cost, like the solar panels, and buses certain to benefit from the free solar energy.

"We are very proud of what we have accomplished," says **Mike Viggiano**. "We had an overall plan to meet the LEED requirements. But the project had more challenges than the environmental solutions. It is built adjacent to and over a wetland which required heavy piling."

The design–build project also includes construction of a separate car-washer facility and the demolition of the existing maintenance facility. The new buildings will be used to service trains from NYCT's busy Number 7 line.

I can tell you more

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THE ECO WAY

STOCKHOLM

The construction site for another Clarion Hotel – Stockholm's new flagship – is a green oasis in the middle of Stockholm City. The bulk of the heavy construction materials have been transported by rail directly from the plant in Slovakia to Norra Bantorget in Stockholm.

"We have saved 10 percent on transportation costs, reduced our storage area drastically and lowered carbon-dioxide emissions equivalent to one truck driving 30 times around the Earth. It feels very good to have succeeded with that in every respect," says Skanska project manager **Ulf Jonsson**.

The structural system was transported by rail by Green Cargo directly from the plant in Nitra, Slovakia, to central Stockholm. By using the train cars as mobile storage, Skanska has been able to avoid temporary storage, thereby saving both money and space. Since the cars are parked only three meters from the building structure, Skanska's own construction cranes have been able to lift material directly into place.

"It has gone smoothly. We have not had a problem with any of the transports despite never having tested this shipping method before. We have also been in close communication with the National Rail Administration, resolving all safety measures through open dialog," says Jonsson.

THE GREEN OFFER

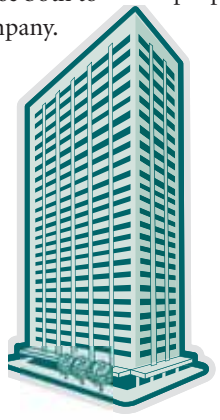
The contest to be the leading green builder in the U.S. market is under way. Skanska USA Building has already proven its capability by delivering an increasing number of green builders.

TEXT: ALF LINDSTRÖM

NEW YORK, NY

Skanska has constructed 36 LEED® Certified buildings in the United States including the first LEED Gold certified hospital in the country. The business unit's 71 LEED APs (Accredited Professionals) offer their green expertise both to clients and to the rest of the company. LEED, short for "Leadership in Energy and Environmental Design," is the preeminent rating system used in the United States to measure energy and environmental performance.

"Our mission is to be the green builder of choice," says **Elizabeth Heider**, Senior Vice President Pre–construction, Skanska USA Building, who is leading the "Environmental Performance Task Force" established to set Skanska USA's strategic course to achieve this mission.



GREEN BUILDINGS: projects that are sustainable and energy efficient not only with respect to how they are built but also to how they perform during operation.

"This mission will require a cultural change, where 'green' isn't just what we do or what we build but who we are as a company and as individuals."

Elizabeth Heider is a licensed architect and a Skanska LEED AP.

"We are continuously improving fundamentals in the 'green' services we provide and projects we build," says Elizabeth Heider.

Being the "Green Builder of Choice" demands a greater commitment.

"To become a green company we must spread environmental and energy awareness throughout the organization, on all levels. Once the message is adopted, we can count on the commitment and ingenuity of our people to achieve the mission."

The task force will leverage the work of Skanska USA's existing Green Council that was formed in the fall of 2005.

"A lot of impressive local initiatives have been taken during the past few years, and our track record for green buildings is growing. For example, our Portland office worked diligently to help the Providence Newberg Hospital project achieve the LEED Gold certification. It is the first health care facility to be certified LEED Gold, an achievement so noteworthy that the project received Skanska's 2006 Environmental Award. The Green Council is leveraging this type of expertise to benefit our colleagues and clients nationwide."

The Green Council is comprised of pre–construction, construction and business development professionals from all over the USA. Its mission is to marshal all of Skanska's sustainable pre–construction and construction capabilities nationwide. The council also encourages and supports training and technical competence and promotes green capabilities.

"It is important to remember that we are not alone in the process. As the contractor, we have to work together with the clients and the architects. But we can really make a difference by offering our expertise."

GREEN BUILDER: ISO 14001 certification is the cornerstone. Beyond ISO 14001 compliance, being a green builder means having people with the right skills, knowledge of energy-efficient and environmentally sound strategies, and the experience to deliver green projects.

Skanska's potential influence on a number of green and energy efficient areas is substantial. Many decisions must be taken in the early phases of a project that will affect the building's energy efficiency in the operational phase. The company often assists clients in the design and preconstruction phase.

"Skanska has one of the most robust Pre–construction Departments in the United States. We can and are advising clients during the pre–construction phase about environmental strategies and energy performance.

"Our mission is to be the green builder of choice," says Elizabeth Heider, Senior Vice President Pre–construction, Skanska USA Building.

"We are actively implementing methods to reduce our carbon footprint, from alternate fuel vehicles and equipment to 'eco-trailers' on jobsites that use less water and energy, to recycling and re-using materials. This speaks to how we build, not just what we build."

Having the right people is crucial. Education and accreditation of LEED professionals are essential.

"Last year the Green Council set up a challenging goal to increase the number of LEED Accredited Professionals. This spring we have a roster of 71 LEED APs exceeding the 2006 goal by 50 percent."

Skanska also takes part in green public activities. It was the only contractor to take part in last year's National Green Building Research Agenda Workshop initiated by the U.S. Green Building Council (USGBC) and the American Institute of Architects' Committee on the Environment (AIA COTE). Skanska is also a corporate member of New York Academy of Science and the Sustainable Buildings Industries Council (SBIC).

I can tell you more

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THE LEED FRAMEWORK

NEW YORK, NY

The LEED Green Building Rating System is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. Members of the (USGBC), including Skanska and representing every sector of the building industry, developed and continue to refine the LEED standards.

LEED provides a complete framework for assessing building performance and meeting sustainability goals. Based on well-founded scientific standards, LEED emphasizes state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. LEED recognizes achievements and promotes expertise in green building through a comprehensive system offering project certification, professional accreditation, training and practical resources.

HOT PAVING

CALIFORNIA

California joined the list of high-traffic locales around the world switching to asphalt rubber highway paving. Skanska USA Civil in California recently bought an Asphalt Rubber Blending Plant. The mobile plant blends asphalt with crumb rubber from discarded tires, an environmentally friendly process, used as a paving material. The product is designated rubberized asphalt concrete (RAC).

Beyond the environmental attributes, major RAC benefits include greater road safety, durability and economy, as well as much quieter surfaces. Many states are mandating that a percentage of crumb rubber be included in their asphalt highway paving. RAC requires only half as much material per paved mile as conventional asphalt, saving state governments more than USD 20,000 per lane mile.

Although RAC costs more to produce, it is prone to less fatigue and cracking than traditional asphalt, which further adds to the benefit of using the material. CalTrans (California Department of Transportation), one of Skanska USA Civil's largest clients in the state, has been using the material for decades.

LEEDING THE WAY IN ENVIRONMENTAL DESIGN

EMPOWERING

A better environment for patients. People heal faster in "green" hospitals.

At the Providence Newberg Medical Center in Oregon, 100 percent of energy needs are met by renewable power. The facility will save 26 percent on energy costs every year. And that's not all.

TEXT: GARY FABBRI PHOTO: SKANSKA

PROVIDENCE, OREGON

This is the first Gold LEED® (Leadership in Energy and Environmental Design) certified hospital in the United States.

"In the WORLD," **Larry Bowe**, Chief Executive for the Providence Newberg Medical Center, corrects me with a wink. "And it's an honor. The environmental friendliness meshes with our core values of stewardship and excellence. Plus, it's a better environment for patients. People heal faster in 'green' hospitals."

Earning Gold certification means facing challenges and overcoming them. "The owner, the designers and Skanska put a lot of hard work in," says **Tim Baugus**, Skanska USA Building´s Account Manager. "Hospitals are technically challenging to begin with. The building is designed to take

HEALTH

care of patients, and that means more air changes, more electric requirements and more equipment online. These systems are designed to operate with the highest energy efficiency."

All of the energy needs for the hospital are met by renewable power. "The building is efficient and cheap to run, which is important to me as head of operations," Bowe says. The "green" side of the USD 70 million project will have repaid its initial investment within 14 months. And in just over a year, the facility will save nearly 26 percent on annual energy costs.

"I feel proud of our team," Baugus says, standing in front of one of the condensing boilers that were chosen instead of a steam boiler system. "These boilers are one way that the designers met the challenges in winning gold. We also did a good job making recycling a contractual requirement with all of our subcontractors. There are stiff restrictions on the amount of demolish material as well as post-construction material that you are required to recycle.

"We also had an excellent indoor air quality plan during construction and pre-occupancy of the building. We had to cover ducts and monitor air quality on a daily basis. "Now I get numerous requests from other Skanska project managers around the country saying, 'My client's interested in pursuing LEED Certification. How did you guys do it?' We share our scorecard, our energy calculations and what systems we put in place here. That sharing of knowledge makes us stronger than the competition."

"It's a fabulous building. It exceeds my expectations of what I thought a new hospital could be."

Larry Bowe, Chief Executive for the Providence Newberg Medical Center

"I think the Skanska team was very proud of what they accomplished here," Bowe says. "We started out thinking that if we get silver, that'll be great. That was our goal and it was a stretch goal. But as we neared the end, we realized that with just a few more points we could get gold. It was a great partnership to get there. Gold certification, top in the world, the only hospital to have that."

SUSTAINABLE BUSINESS UNITS ON DISPLAY

MALMÖ, SWEDEN

The Sustainable City Development conference in Malmö, Sweden, in September 2007, is one of several regional conferences being held around the world prior to the World Sustainable Building Conference to be held in Melbourne in 2008.

The aim of the Sustainable City Development conference is to share experiences for shaping urban solutions of the future and creating attractive, sustainable cities. Some of the world's leading technical experts and researchers on sustainable built environments will meet in more than 15 workshops.

Speakers include representatives from the European Commission, the U.K. Minister for Housing and Planning and the Swedish Minister of Environment.

"Skanska sponsors the event and will organize one of the workshops and display some of the sustainable initiatives taken by business units. All business units are welcome to participate," says **Johanna Eriksson**, Skanska Residential Development Nordic.

For more info please see www.malmo.se/sustainablecity

INCLUDED IN SOCIAL RESPONSIBILITY INDEX

STOCKHOLM

FTSE has confirmed that this year Skanska has once again met the requirements for inclusion in the FTSE4Good Index, a list of companies that take social responsibility. Typical for companies in this ethical index is that they have well-developed environmental activities, good relations with their stakeholders and take human rights into consideration. FTSE, which is jointly owned by the Financial Times and the London Stock Exchange, is a company that manages and develops globally recognized indexes.

CERTIFIED COMMITMENT

Projects like LEED® Gold Certified Providence Newberg Medical Center in Oregon, the LEED Gold Certified Building 7 at the Colonial 9th Grade Center in Florida and construction of the LEED Certified Fitzpatrick Center at Duke University show Skanska's commitment to building green.

TEXT: GARY FABBRI PHOTO: SKANSKA

PROVIDENCE, OREGON

Leadership in Energy and Environmental Design (LEED) is the benchmark for high-performance green buildings. It promotes a whole-building approach to sustainability by recognizing performance in five areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selected and indoor environmental quality.

"This project means a lot to the community here. I feel proud of our team and the things that we went through to achieve Gold LEED certification," says **Tim Baugus**, Account Manager, Providence Newberg Medical Center. "You not only have the challenges of building a hospital, but you also have the added documentation and paperwork to make it work. I feel like we faced a challenge and we were successful."

"It was a great learning experience for us," says **Chuck Bracken**, Superintendent in Florida. "You don't just get a LEED Certificate. You have to earn it. It's an extensive study, and you have to document everything, ranging from the air-conditioning units to the distance the building is from the bus stop."

"I never thought I'd be considered a LEED expert" says **Shelly McPhatter**, Skanska USA Building´s, Project Manager at the Fitzpatrick Center, "but now I find that people are calling me and asking about our work here at Duke and how we can help them."

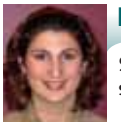
Baugus sums it up: "I get calls from other Skanska project managers around the country saying, 'My client's interested in pursuing a LEED Certification. How did you guys do it?' I think that sharing of knowledge is Skanska's way forward. It makes us stronger than the competition."

Orange County Public School is the first LEED Gold Certified School.

FACTS Energy

In the United States, buildings account for
* 65.2% of total electricity consumption
* 36% of total energy use
* 30% of greenhouse gas emissions
* 136 million tons of construction and demolition waste (approx. 2.8 lbs (1.27 kg)/person/day)
* 12% of potable water consumption
* 40% (3 billion tons annually) of raw materials

Source: U.S. Green Building Council (USGBC)



I can tell you more

Shelly McPhatter
shelly.mcphatter@skanskausa.com

AWARDS

PROJECT OF THE YEAR AWARD

Skanska's best projects in 2006 are in the United States, Sweden and Latin America. Three projects are receiving the annual internal recognition "Project of the Year Award."

"These are some of the world's best projects," says **Stuart Graham,** President and CEO. "Skanska is a leading international company, and we have thousands of projects that are carried out very well. Many are of world class, and the best that we are now recognizing are in a class of their own based on our criteria. It is particularly pleasing that we demonstrate that large projects can be carried out without accidents and that we have the know-how to meet our clients' increasing interest in reducing environmental impact."

WINNERS OF THE SKANSKA PROJECT OF THE YEAR AWARD 2006

Södertörn Courthouse

Building construction category

Södertörn Courthouse, Flemingsberg, Skanska Sweden

Civil engineering category

El Casquete, gas plant, Neuquén, Argentina, Skanska Latin America

Project development category

BMW Regional Distribution Center, Malmö, Skanska Commercial Development Nordic

Work environment and safety category

Cerro Verde, mine facilities, Arequipa, Peru, Skanska Latin America

Environment category

Providence Newberg Medical Center, Newberg, Oregon, Skanska USA Building.

Cerro Verde

BMW Regional Distribution Center

BUSINESS UNITS OF THE YEAR AWARD

Skanska Poland and Skanska Commercial Development Nordic were the 2006 winners of the Skanska's Business Unit of the Year award, an internal distinction that is awarded annually.

Skanska Poland won the award in the Construction Operations category and Skanska Commercial Development Nordic within the category, and for Investment Operations, which comprises residential, commercial and infrastructure development.

The competition is based on performance with respect to both financial outperform targets and the qualitative goals expressed by Skanska's 4 zero vision: zero loss-making projects, zero accidents, zero environmental incidents and zero ethical breaches.

Skanska Poland focuses on building and infrastructural construction. The unit, which employs 6,400 people, reported 2006 revenues of approximately SEK 6.8 billion (USD 968 million) and an operating margin of 3.9 percent.

Skanska Commercial Development Nordic initiates and develops property projects involving office buildings, logistic and shopping centers in Sweden's three major urban areas, the greater Copenhagen area in Denmark and Helsinki, Finland. In 2006, the unit, which employs 135 people, had property sales of SEK 2.4 billion (USD 342 million), profits of SEK 1.1 billion (USD 157 million) and return on capital employed of 18.3 percent.

GLOBAL TRAINEE PROGRAM

DISCIPLES OF THE FUTU

TEXT: ALF LINDSTRÖM

PHOTO: HOLGER STAFFANSSON

RE

STOCKHOLM

Networking, challenges, opportunities, professional and personal development – expectations are high among the 13 trainees that were selected from 900 applicants for the new Skanska Global Trainee Program. The trainees selected this spring just started their 20-month program with Skanska.

Worldwide met four of the trainees to get to know a few of the candidates for the next generation of Skanska leaders: **Kyrsten Bréa**, **Asif Raihan Ali**, **Martina Krinesova** and **Tord Rundberg**.

All four have exercised leadership skills in different settings. Asif and Martina have been project leaders with their earlier employers, Kyrsten has coached various levels of competitive swimmers, and Tord was the captain for the Halmstad BK soccer team.

As a leader what will you be like?

Asif Raihan Ali: "I want to be a two-way communicator, able to listen and learn from others, and place trust in them."

Kyrsten Bréa: "I want people to work with me, not for me, and to feel a vested interest in the task at hand...and that is also what I expect from my boss."

Tord Rundberg: "I want to be part of a team, not the lonely boss. And have time to talk and plan. If you know your people, difficult things get easy."

Martina Krinesova: "I don't want to be the scary boss, but listen and share knowledge."

What are you looking for in an employer?

Asif Raihan Ali: "I like being challenged and having options and I believe this trainee program within Skanska offers an amazing number of opportunities."

ASIF RAIHAN ALI, SKANSKA UK, BORN IN LONDON IN 1980
EDUCATION: MSC INFORMATION TECHNOLOGY, UNIVERSITY COLLEGE LONDON; BSC BIOCHEMISTRY, KING'S COLLEGE LONDON
INTERESTS: RUNNING, RUGBY, GOLF, SQUASH

Kyrsten Bréa: "I agree, but I also want to be a real part of the business, make a contribution and be valued for that. If I make mistakes, I will learn from that, too."

How did you choose to work in this industry?

Martina Krinesova: "Construction is so different from my background in finance: very interesting and hands-on. This trainee program is so great, so that too is a strong reason."

Tord Rundberg: "When I managed my own construction company, I experienced inefficiency and inventing the wheel again and again. Now I see how to do things better. It is fun, and I think I can make a difference here."

What expectations do you have for the trainee period?

Tord Rundberg: "I have high expectations on the networking. We will be in many places. I can already tell that this program is a great opportunity."

Martina Krinesova: "I hope not only to develop my professional skills but also as a person, especially my leadership skills. I also expect to be more involved in the business behind the figures and charts."

MARTINA KRINESOVA, SKANSKA CZ, BORN IN THE CZECH REPUBLIC IN 1982
EDUCATION: MASTERS OF ECONOMICS (MAJOR IN FINANCE), UNIVERSITY OF ECONOMICS, PRAGUE; STATE UNIVERSITY OF NEW YORK
INTERESTS: TRAVELING, PEN PALS, MODERN ENGLISH AND AMERICAN LITERATURE, SQUASH, FITNESS

And for your future professional life?

Asif Raihan Ali: "I want to see how much I can learn and how far I can go with Skanska. I would like to develop my business skills but also contribute to the development of others."

Kyrsten Bréa: "I agree with that, but most importantly, I am looking for opportunities that will help me constantly grow, both personally and professionally."

Where do you want to have experiences, within what fields, business units, countries?

Kyrsten Bréa: "Everywhere. I want to meet new people, learn about new cultures and language. Maybe the U.K. As my background is in civil engineering, I would like to learn how to promote cooperation between the civil and building business units."

KYRSTEN BRÉA, SKANSKA USA BUILDING, BORN IN THE UNITED STATES IN 1983
EDUCATION: BSE CIVIL ENGINEERING-STRUCTURES FOCUS, CERTIFICATE IN ARCHITECTURE, PRINCETON UNIVERSITY
INTERESTS: SWIMMING, ROWING, SKIING, CYCLING, ARCHITECTURE, LANGUAGES

Asif Raihan Ali: "I have quite come to like Sweden but appreciate what the other countries have to offer. I think there is a great future for public private partnerships (PPP) and PFI projects, especially in the U.K."

Within what fields do you want to develop your skills?

Asif Raihan Ali: "All skills which are important to be an effective project manager."

Kyrsten Bréa: "Marketing and business/project development."

Tord Rundberg: "Leadership."

Martina Krinesova: "Within the financial field."

What do you expect from your boss?

Martina Krinesova: "Experienced guidance and a helpful attitude."

Tord Rundberg: "A boss that makes me develop. He or she should be listening and inspiring."

Asif Raihan Ali: "Inspirational and someone to look up to and learn from. Trust is also very important."

How will you find a balance between work and private life?

Martina Krinesova: "I want to be successful at work but also in my private life. I have to learn how to do other things than work."

Tord Rundberg: "It is a tough question, there are so many things that need to be finished before going home each day, but you have to make time for your private life, too."

Kyrsten Bréa: "I know it is a problem. I have allowed work to be my whole life... but you can't give everything to everyone! I think that recognizing this is crucial to finding the balance."

Asif Raihan Ali: "Self-awareness is key... you wouldn't want to be in a situation where you have to quit!"

TORD RUNDBERG, SKANSKA SWEDEN, BORN IN SWEDEN IN 1980
EDUCATION: MSC CIVIL ENGINEERING, LUND UNIVERSITY
INTERESTS: SOCCER AND GOLF

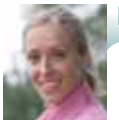
Do you think the development and construction industry could do more to improve people's everyday life?

Asif Raihan Ali: "PPP and PFI initiatives are a good way to play a more significant role to improve services in health and education."

Kyrsten Bréa: "Within sustainability and safety, we have just started to make a difference. We must educate our customers so that they realize that we can make substantial energy savings in buildings for a small cost."

Asif Raihan Ali: "Skanska's Code of Conduct is a real selling point. If a company doesn't have it, I would ask why. It is very important that Skanska takes a lead in this area."

Kyrsten Bréa: "Yes, the Code of Conduct is something that everyone should bring into themselves. And yet, the code describes only the basic principles. We have to go above and beyond in our personal performance to ensure we are truly responsible global citizens."



I can tell you more

Louise Landelin
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The Global Trainee Program is a 20-month-long program with the objective to identify, recruit and develop leader talent. The recruitment process focuses on creating a diversified group regarding gender and educational backgrounds. The program aims to educate the trainees about Skanska's businesses and make them grow and develop both professionally and personally.

This first pilot program involves six business units: Skanska USA Building, Skanska UK, Skanska Czech Republic, Skanska Sweden, Skanska Commercial Development Nordic and Skanska Infrastructure Development. The program that started in February 2007 received more than 800 applications, from which 13 trainees were selected. The next program, GTP 2008, will start in September 2008.

Louise Landelin, who is responsible for the program, will be on maternity leave from the end of August. She will be replaced by Anette Lundqvist.

Read more about the program at www.skanska.com/trainee and follow the trainees' adventures in Skanska on their blog at www.skanska.com/traineeblog

SKANSKA'S PPP PARTNER: ABSOLUTE TRUST

TEXT: PETER ROBINSON PHOTO: BEYOND COMMUNICATIONS

LONDON

Tim Pearson, the Director of Innisfree responsible for his company's partnership with Skanska, knows Skanska as well as anyone. He has also been a vital part of Skanska's evolution. As Innisfree's lead investor and developer for the hospital programs at Coventry, Derby, Barts and The London, Central Notts, Greenwich and Walsall, he has been a key part of Skanska's health sector growth.

Together with HCP, Innisfree's health management business, he has also helped define how Skanska work. According to Pearson, joint success has been built on common values and shared behavior. He says that these make long-term partnerships possible. "We've had great success and great fun, and that has always made it easy to work together.

"But it's important to remember that bidding is difficult and losing is painful, and when you do win you expect to be in a project together for 30 to 40 years. Both need absolute trust in one another to behave consistently and to keep promises that might have been made years before. We and Skanska certainly have that."

Individuals win bids, not huge companies, says Tim Pearson, Director of Innisfree.

Alongside his belief in a partnership of values, Pearson believes it is crucial to choose the right person with the skills needed for any particular role, rather than allowing one partner or other to insist on their own employee as a way of gaining influence.

"We have a great relationship at all levels with Skanska's people," he says. "But while we all have defined roles, there is some creative tension between us. This is very healthy as it keeps us all on our toes and gives an edge to our approach." With funds under management approaching GBP 2 billion (USD 4 billion) and 47 projects valued at GBP 8–9 billion, Innisfree is a major investor in U.K. PPP.

Despite the scale of its operations, Skanska prides itself on its lean and efficient approach. Tim Pearson adds, "One of our roles as a partner is to stop Skanska behaving like a big corporate. Individuals win bids, not huge companies, and I think that the people inside Skanska do not realize how well they are viewed by the rest of the world and what a difference they are seen to make. I am very proud to be associated with the work we've done together."

FACTS **INNISFREE PROJECTS**

Skanska projects co-owned by Innisfree:
- Barts and the London
- Central Nottinghamshire Hospitals
- Coventry and Rugby Hospitals
- Derby Hospital

A LONG AND HEALTHY LIFE

ATLANTA, GEORGIA

Skanska USA Building has been selected as construction manager for the new Health, Wellness and Lifelong Learning Center at the University of West Georgia (UWG). Rosser International will serve as architect of record. Pre-construction services will begin within a month, and construction will begin in July.

The project, a 120,000-sq-ft (11,148-sq-m), includes an arena and multiple ball courts that will also provide space for commencement ceremonies. With a capacity for approximately 7,500 people, the arena will be home to the UWG basketball and volleyball teams.

"We are very pleased to have been chosen by the Georgia Board of Regents and UWG for this facility," said **Steve Laux**, Skanska Area General Manager. "Our team of professionals is committed to delivering a first-class building for the students and faculty of this university." The new center is expected to open in January of 2009.

SKILLED SCHOOLWORK

MILFORD, CONNECTICUT

Skanska USA Building has completed two improvement projects at Tracey Elementary School and Columbus Elementary Magnet School for the City of Norwalk. Simultaneously, the company said it started managing the renovation and expansion of Roton Middle School, also in Norwalk. The total value of the three projects is USD 15 million.

Tracey Elementary School is a 54,000-sq-ft (5,017-sq-m) facility that serves more than 480 students in pre-kindergarten to grade 5. The project scope included new windows, exterior masonry repairs, improved heating and ventilation and reconfiguration of the administrative area.

Columbus Elementary Magnet School serves approximately 353 pupils in kindergarten to grade 5. The USD 3.8 million improvement and alterations of the 63,000-sq-ft (5,853-sq-m) facility included exterior masonry repairs, accessibility upgrades, improved heating and ventilation and new lighting and reconfiguration of the administration and media center areas.

Roton Middle School is a 98,000-sq-ft (9,104-sq-m) facility that currently serves 520 students in grades 6-8. The project scope includes exterior masonry repairs, new windows, connecting bridges at the second floor and renovated and reconfigured science rooms. Construction is expected to conclude in September, 2007.

"We are excited to be involved in these three projects," says **Robert Daddona**, Skanska Senior Director of Business Development. "Our team of professionals is committed to delivering top-notch facilities for the students and faculty of these Norwalk schools."

OSLO//CITY GUIDE

Skanska celebrated 100 years of expertise in the Norwegian market in 2006. It was 100 years ago that engineer Fredrik Selmer founded his company. Since then, the company has undergone numerous changes and owners, finally joining the Skanska family in 1999. Today, Skanska is the largest player in the industry in Norway.

What to look for

AKERSHUS CASTLE

1 Akershus was built in 1299 by Håkon V Magnusson to protect the city of Oslo. Skanska has carried out several construction projects, the most recent being the renovation of two of the newer buildings – the artillery and the gymnastics hall.

THE FRAM AND KON-TIKI MUSEUMS

4 The Fram Museum, which was built by Skanska (Selmer) in 1935, showcases the history of Norway's polar explorers. Here you will find the world's most famous polar ship, Fram, from 1892, the museum's main attraction.

Next door, the Kon-Tiki Museum houses boats and artifacts from Thor Heyerdahl's expeditions, including the original Kon-Tiki raft.

THE ROYAL PALACE

5 The Royal Palace is situated at one end of Oslo's main thoroughfare, Karl Johans gate. The Royal Palace has been a symbol of Norwegian history since 1814. Building activities commenced in 1824, with the foundation stone being laid by King Carl Johan on October 1, 1825. The Palace was officially taken into use on July 26, 1849, by King Oscar I.

The Royal Palace is where the daily work of the monarchy is conducted and where the King and Queen live. The Royal Palace is open to the public during the summer season.

OSLO CITY

11 Oslo's largest shopping center, Oslo City, is adjacent to the Central Station. The 83,300-sq-m (896,634-sq-ft) center includes offices, 93 shops, restaurants, and a large underground parking area.

PILESTREDET PARK

7 Skanska has transformed the old Rikshospitalet University Hospital site in Oslo into a pleasant residential area with 690 apartments in 12 apartment buildings. The project was awarded Oslo's architecture prize in 2005, in part for its eco-friendly initiatives, such as reuse of materials, recycling and energy efficiency.

Pilestredet Park

The area has quickly become one of the most popular residential areas in Oslo.

Aker Brygge

AKER BRYGGE

9 The Aker Brygge area consisted of shipyards and mechanical workshops up until 1982, when Skanska transformed the area into 260,000 sq m (2.8 million sq ft) of apartments, business premises, stores, cinemas, boat slips and parking stalls. Each year more than six million people visit Aker Brygge. Harbor cities in other countries have used the project as a good example of how to revitalize old harbor areas. Aker Brygge is a car-free zone, which has had a positive impact on the Oslo harbor area.

Accommodation

HOLMENKOLLEN PARK HOTEL

2 Renovation of 200 rooms in the old timber building from 1890. The venerable hotel, with a view overlooking Oslo, is situated adjacent to Oslo's most popular ski facility and ski jump.

Culture

VIGELAND PARK

3 Norway's No. 1 tourist attraction with more than a million visitors annually. The park contains approximately 200 sculptures by Gustav Vigeland (1869-1943), who also designed the layout of the park. A monumental artistic creation with a profoundly human message.

ASTRUP FEARNLEY MUSEUM

6 The Astrup Fearnley Museum of Modern Art is a private contemporary art museum that produces temporary exhibitions of international art.

Upcoming projects

THE FORNEBU PROJECT (THE FORMER OSLO MAIN AIRPORT AREA)

10 Plans call for the construction of a total of 6,000 housing units, several large commercial buildings, a football stadium, a church, a cemetery, six schools, five arts buildings, a library and several sports facilities. Skanska will play a major role in this development, constructing approximately 4,800 housing units during the next 10 years.

SUBMERGED TUNNEL AT BJØRVIKA

8 Construction of the submerged tunnel is a joint venture between Bam Civiel/Volker Stevin of the Netherlands and Skanska Norway.

The tunnel is 670 m (2,198 ft) long and 35–40 m (115–131 ft) wide wide, and consists of 10 elements, each 112 m (367 ft) long. The tunnel will open in 2010.

STRETCHING THE CITY

From left to right: Cecilia Uhrstedt, Annika Dahlén. Lena Adolfsson, Anna Rosenlind, Katarina Tobé and Mia Rodrick are stretching Stockholm's city limit.

One of Stockholm's forgotten corners is being made over. Skanska women are leading the way with the construction of hotel, residential units and the over-decking to create a new boulevard on Snöflingan block in central Stockholm.

TEXT: ALF LINDSTRÖM PHOTO: HOLGER STAFFANSSON

STOCKHOLM

A stagnant area will get a new lease on life when Skanska expands Stockholm City. Three major projects are having a complex interaction with surrounding residents, traffic routes and the subway. The work includes a new hotel, 340 tenant-owner units, and about 200 meters of traffic-intense Drottningholm street to be over-decked. And it's a female line-up that will take care of it all.

Annika Dahlén, project manager for the hotel construction. **Mia Rodrick**, project manager for the residential construction. **Anna Rosenlind**, project manager for the over-decking. **Cecilia Uhrstedt**, design leader for the residential construction. **Lena Adolfsson**, project procurement leader for the over-decking.

Construction is not an all-male business anymore. The women's share is increasing – in 2006, 40 percent of newly recruited and newly graduated engineers at Skanska Sweden were women. The goal of Skanska Sweden's broadened recruiting was set at 35 percent.

"Yes, it is not planned to be an all female project. But now we have so many experienced female leaders that it is only natural," says Annika Dahlén, who brings her experiences from the Clarion Hotel project in southern Stockholm some years ago.

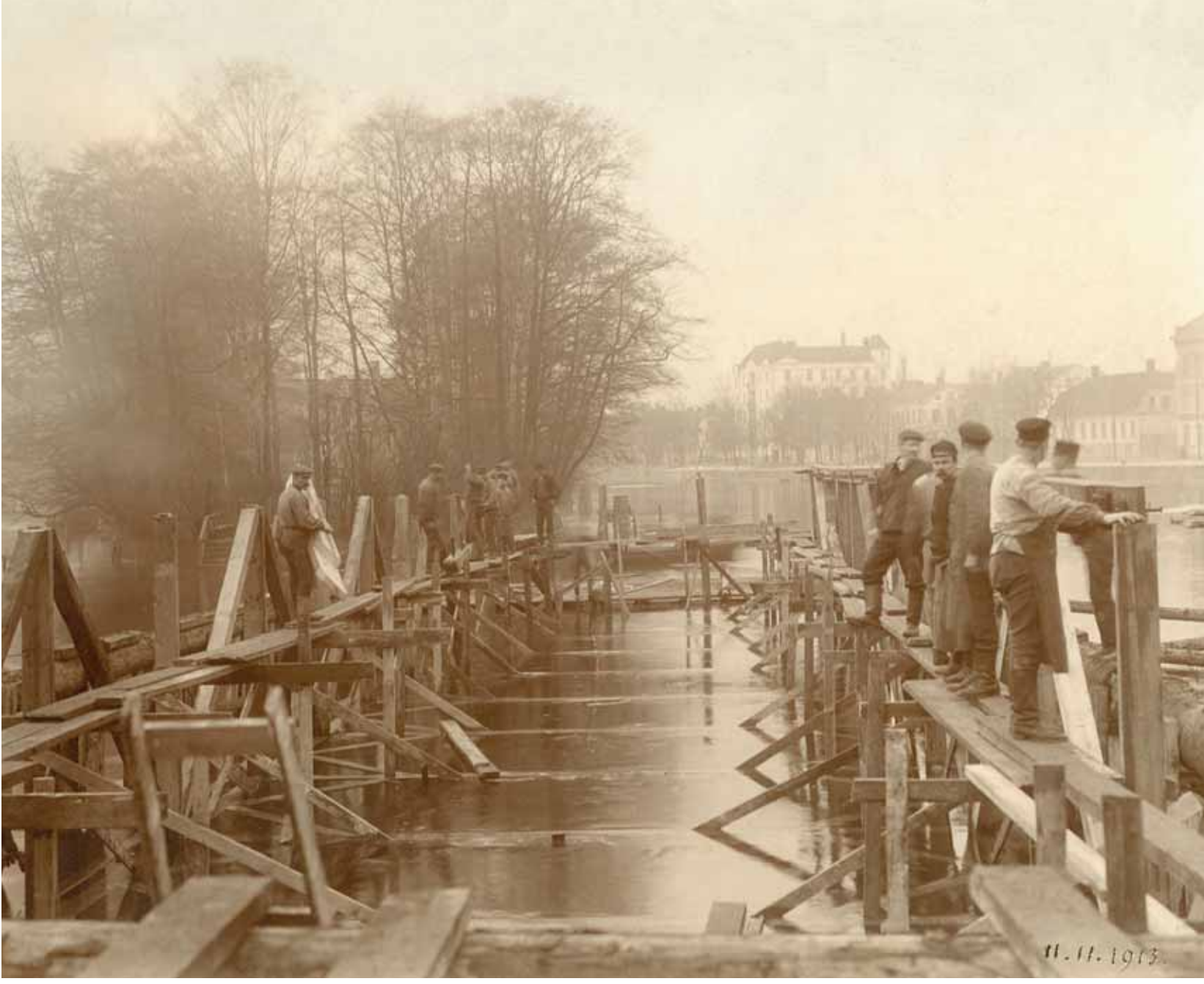
"It is the work and our merits that have carried us this far. It is of course unusual that all the key people are women," says Anna Rosenlind.

Also the City's developer and the architect are women. Monica Almquist, project leader at the City of Stockholm Development Office, is the person who made this city transformation possible.

Katarina Tobé, ÅWL architect firm, is the Managing Architect behind the residential project.

Will the general public come to view Snöflingan as a "women's project"?

"No, we will be as "disruptive" as our male colleagues with traffic rearrangements and the like, which are a part of any major project during the construction phase. But everything will turn out fine, and it will be with no little pride that we girls will have been a part of improving the city," says Anna Rosenlind.



then...

it was 1913 – Gustaf V was the King of Sweden, Woodrow Wilson the U.S. president and, in the Balkans, the skirmish that led to Word War I had begun. In Norrköping, in southeast Sweden, Skanska started to construct the Harbor Bridge (Hamnbron) – one of the many bridges in the city. The bridge rests upon 1,400 piles with a length of up to 22 meters. Foundation engineering proved difficult because of the depths involved and the strong currents. When the bridge was ready in 1914, it had cost SEK 382,000. Skanska was extremely active in Norrköping at the beginning of the 20th Century. The company's catalogue already included the city's first town hall, built 1910, and, in 1902, Skanska completed the Rock Bridge (Bergsbron) – one of Sweden's first concrete bridges. Safety harnesses, life jackets and other types of safety equipment would be conspicuous by their absence for many more years.

PHOTO: SKANSKA

Worldwide

Posttidning Port payé

Posttidning Skanska Worldwide, 169 83 Solna Sweden

THE COURSE IS SET

Birte Riddervold has set her course: Skanska will reduce its use of chemicals, and she will win a medal at the World Orienteering Championships.

TEXT AND PHOTO: SKANSKA NORWAY

"We will reduce the chemicals we use. This is a request from clients," **Birte Riddervold** explains. "It is also based on our concern for the safety and wellbeing of our people. They will know that we care about their health."

A recent graduate of the Norwegian University of Science and Technology (NTNU) in Trondheim, she was employed by Skanska Norway this past winter and began with a mission to register and reduce the use of chemicals in the construction process.

"Our aim is to sort out chemicals with the highest environmental and health risks. There is a great opportunity for improvement," Riddervold says. "We will focus on finding viable alternatives for the most hazardous materials."

As a member of the national orienteering team, she divides her time between Skanska and the forests and mountains where she is training for the World Championships. Twice she has been among the top 10. She is now aiming higher: a medal in the World Championships in Ukraine later this year.