

Explore the opportunities in project development and construction

Worldwide #2·11

SKANSKA

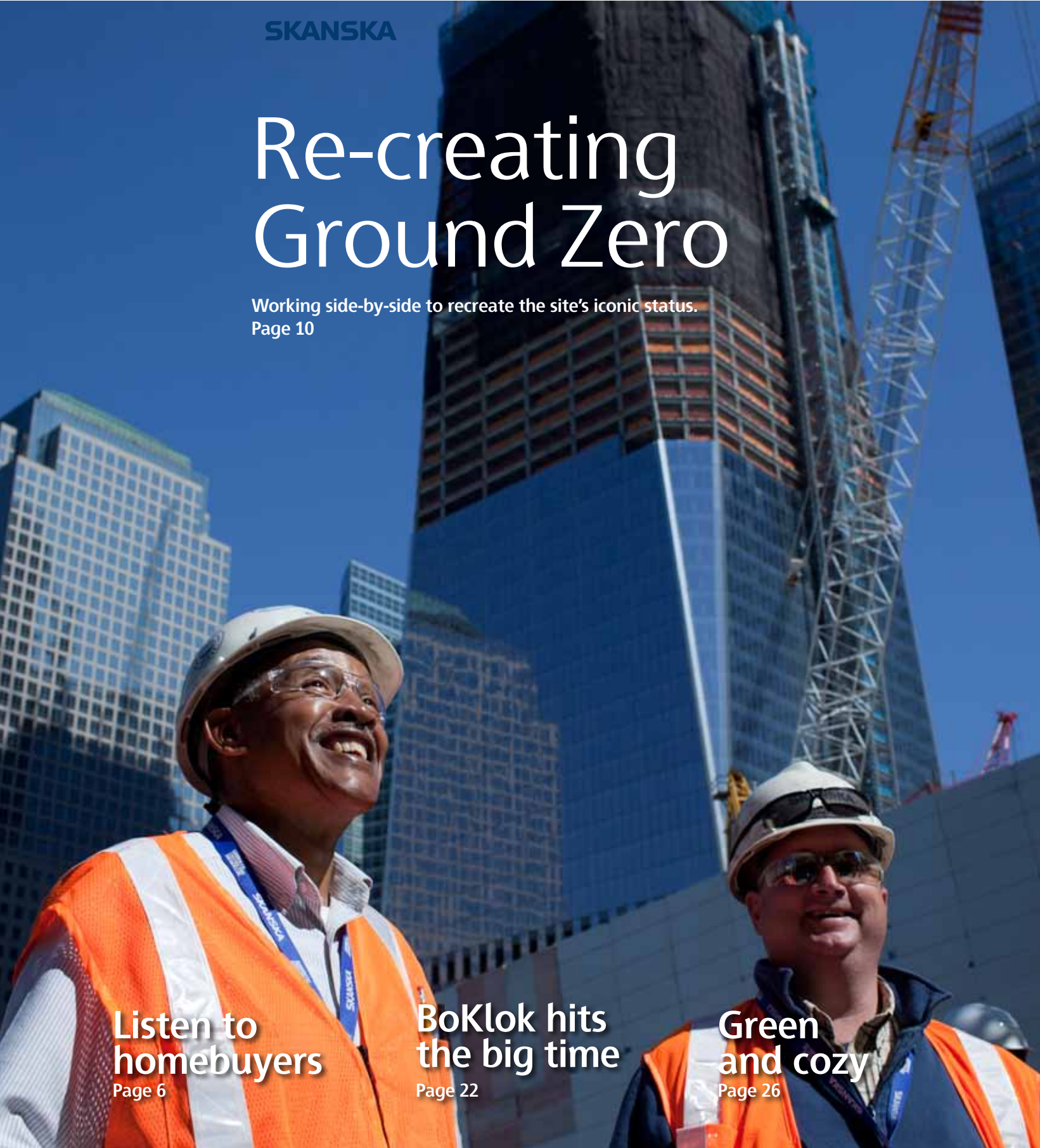
Re-creating Ground Zero

Working side-by-side to recreate the site's iconic status.
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Now...

Skanska successfully put a striking new railway bridge into place over Borough High Street in London. The new bridge will play a vital role for the 50 million passengers who travel through London Bridge every year. The unique designed bridge is 72 meters (236 feet) long and six meters (20 feet) tall and weighs 1,200 tons. The installation work commenced at 2 a.m. on a Saturday morning, and the road was reopened to traffic by 5 a.m. on Tuesday. The bridge traveled an average of 7mm per second (16.5 inches per minute) with the aid of specialized machinery before being lowered into place.

Martin Jurkowski, Network Rail's project director leading the London Bridge redevelopment, said: "The new Borough Viaduct will double the number of tracks. It is a hugely important milestone in our plans to deliver modern stations, more trains and better journeys to and through the heart of London."

"A project of this scale taking place in such a heavily built-up area required outstanding planning and innovation." The bridge is part of the 507-meter (1,663-foot) Borough Viaduct, which runs above the highly built-up Borough Market area. Finding space for new rail infrastructure in such a densely built-up urban area has been a challenge. In some places it's not more than 16 centimeters (6.3 inches) away from existing buildings. The viaduct is nestled in between listed buildings, and its foundations are strategically located to avoid London Underground tunnels and the popular Borough Market that has been partly relocated during the work.

Editor's Letter

Alf Lindström



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Green homes in attractive areas. Focus on customers and their preferences. Living Area Design puts the family and its needs at the center. Worldwide meets Anette Frumerie, President of Skanska Residential Development Nordic, who reveals the secrets for growing Skanska's activities in homebuilding.

10 Re-creating Ground Zero

Ground Zero remains as busy as ever. As many as 45 different projects and stakeholders and about 100 construction and engineering companies are currently working side-by-side to recreate the site's iconic status. Skanska is one of those companies.



Hearts and hands

Someone once said it takes hands to build a house, but only hearts can build a home.

You might argue that it takes both. And that's exactly what we believe. Skanska has both hands and hearts.

There are Skanska hands on the drawing board and Skanska hands on the construction site. These are the obvious ones.

But Skanska also puts a lot of heart into its work. Residential areas are developed so that they become pleasant areas to live in. Communications, green grass and trees, pre-schools and schools are part of our programs. Homes should also be kind to the environment – energy performance is gradually improving in newly developed homes.

In this issue, you can get a feel for the work and ambitions that make a Skanska home.

This year, it is 40 years since Skanska entered the U.S. market. Today Skanska is the largest construction company in New York. The recreation of Ground Zero symbolizes the trust placed in Skanska, and you are welcome to join Worldwide for an on-site visit.

Enjoy!



20 Customer first, design second

A track record as a major civil, commercial and PFI contractor put Skanska in a natural position to enter the competitive residential market in the United Kingdom.

26 Cozy, comfortable and green

Our homes contribute to global warming like all buildings do. But do we have to go back to living like cavemen to save our planet? No. Green homes are in the making.



Worldwide

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Homes get on track

Some classic quarter horse racing turf is being transformed into a new urban neighborhood in northern Stockholm. Skanska and JM have acquired a total of 50 hectares (123.5 acres) of land from Täby Galopp to construct 4,000 new residential units along with workplaces and service facilities. Svensk Galopp's assembly of delegates unanimously approved the deal at the end of May.

Initially, both construction giants will pay SEK 200 million to landowner Svensk Galopp Fastighets AB. The idea is that revenue from the sale will finance a new, modern quarter horse racetrack elsewhere in the Stockholm area. Additional payments will be made during the course of the construction project, progresses, estimated to take 15–20 years. Prior to that, Skanska and JM explore development options with the municipality of Täby.

“Stockholm is in significant need of more housing to be able to continue to develop as an attractive city. Together with the municipality of Täby and JM, we will have the opportunity to develop an entirely new city district where thousands of people will live, work and play,” says Anette Frumerie, President for Skanska Residential Development Nordic.

CoST for ethics

Skanska is a private-sector supporter of Construction Sector Transparency Initiative (CoST). CoST is an international multi-stakeholder initiative to increase transparency and accountability in the construction sector. It is supported by the World Bank and the British government's Department for International Development and piloted in eight countries.

For more than a decade, Skanska has worked hard to improve its approach to business ethics. This includes supporting global initiatives like the Partnering Against Corruption Initiative of the World Economic Forum and commitment to the 10th Principle of the Global Compact. Thus it is natural for Skanska to endorse CoST, according to Mats Williamson, Executive Vice President, Skanska.

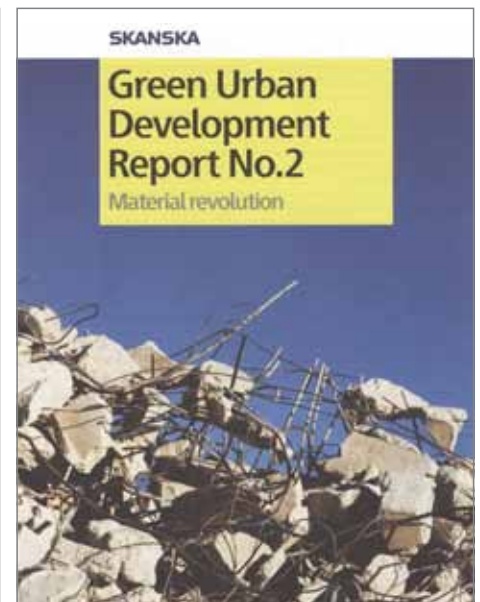
Skanska high school in Växjö

In competition with more than 50 principals, Skanskagymnasiet (Skanska High School) was granted permission to commence pilot operations for the fourth technical year (T4) in the Social Development line of the Swedish high school system. Skanska is proud to be one of the 10 companies selected. Skanska High School's links with business and industry were likely a major factor in the selection process, because Skanska can offer pupils an early portal to working life already during their studies. In autumn 2011, 30 pupils will commence their course of studies and all of them will be offered a trial employment period at Skanska following the completion of T4.

Greetings from Phuket, Thailand

One hundred twenty-three children in Phuket, Thailand, who were orphaned in the 2004 Indian Ocean tsunami have found a new haven in the SOS Children's Village. During 2010, eight new children were welcomed to the village.

Education is central in the SOS villages, and the children of Phuket have been very successful in national poetry and fairy tale reading contests. Skanska was one of the sponsors of the construction of the SOS Children's Village in Phuket.



Green Urban Development Report No.2: Material revolution

As the planet's resources become scarcer and the needs greater, we must shift to a more resource-effective and green way of construction. Innovative use of materials transforms the old into something new, cost-effective and green. This movement is called the Material revolution and is featured in Skanska's Urban Development Reports, highlighting trends and developments that will make our society greener. You can download and order the reports from www.skanska.com/greenreport.



Energizing NKS

New Karolinska Solna is designed to be one of the world's most energy-efficient hospitals. The ambition is half the need for purchased energy compared with other hospitals and 40 percent less compared with the Swedish building code.

Recycling energy and the smart envelope, which includes windows that let light in but keep heat out, are part of the low-energy solution.

Only green (renewable) energy will be purchased, and "homemade" energy will be extracted from underground. A heat pump facility will be used to recover thermal heat and cooling water. On-site one hundred fifty-four holes are being drilled 220 meters (722 feet) deep to be used to store the summer heat for use in the winter and cooling in the summer.

The hospital's need for purchased energy is estimated at about 58 kWh/cu m per year based on the buildings' needs, compared with existing Swedish university hospitals that require approximately 260-280 kWh/cu m per year. The energy consumption is 110 kWh/cu m

About 98 percent of the hospital's energy use will be green, because the emergency energy system runs on diesel.



The world's largest PPP hospital

Building a world-class university hospital requires world-class construction workers. Everyone who is a part of this is a part of something unique. The new Karolinska Solna will exist for many generations to come.

"This is an important day. It marks the start of an important part of Sweden's future in leading-edge research. A building that will create many job opportunities is incredibly inspiring and it is a manifestation of the expansive phase that the entire country is in." These words were spoken by the Minister of Labor, **Hillevi Engström**, at the inauguration of Skanska's on-site worker housing establishment.

"It's a fantastic assignment and a major challenge to be able to participate and develop and build what will become one of the world's leading university hospitals, and furthermore, one of the world's most eco-friendly university hospitals," says **Kjell Klasa**, Assistant project manager at Skanska.

Heron Tower reaches practical completion

Heron International, the pan-European property group, and Skanska, have announced that Heron Tower, the tallest building in the City of London, has reached practical completion.

The building, which reaches 230 meters (755 feet) into the skyline, is located on Bishopsgate at the heart of the city, just minutes from Liverpool Street Station.

Heron Tower is a state-of-the-art development that sets new standards for office buildings. With an emphasis on quality and detail, the building has a number of unique features, including fully glazed double-decker elevators and Britain's largest privately owned aquarium, which is situated in Heron Tower's reception area and will contain 1,200 fish of 67 different species when fully populated by summer 2011. The building also has a BREEAM environmental and sustainability rating of Excellent and its south façade is veiled with photovoltaic cells.



Home growing

Green homes in attractive areas. Focus on customers and their preferences. Living Area Design puts the focus on families and their needs. This is how Skanska's development of homes is set to grow.

Text **Alf Lindström** Photos **Holger Staffansson and Elias Awada**



Last year, Anette Frumerie was appointed the new President of Skanska Residential Development Nordic (Skanska RDN). This year, RDN will start delivering on the new Profitable Growth Business Plan. A total of 3,000 new starts are planned, and for next year at least 4,000 will be the goal. But it is not all about numbers. Focus on customers and quality are key to success.

You have more than 17 years of experience from this field, working for a competitor. What challenges remain for you? It's still incredibly fun. I want to be part of the development of new living areas. And it's very rewarding to help people find their dream home. In the Stockholm area, where I've been working, I frequently meet people who thank me for helping them, sometimes years later. It happened again just the other day and it is so rewarding.

What made you want to work for Skanska?

For me it was really the right time for new challenges. With Skanska, I can take pride in being part of all of the amazing projects across the world. I always wanted to do one of these huge bridges. Now I'll try to make amazing living areas.

I accepted the position as president of RDN also because I wanted to prove that it's possible for a woman with a family and three children to be a manager. My children are five, 12 and 15.

How will you stimulate growth in the residential business as outlined in the Business Plan for 2011–2015?

Primarily, it's about finding the right land and developing the right product. We should know where our customers want to live; we must secure the right land for the customers we're targeting. To achieve this, we must understand our customers' dreams, aspirations and preferences. Then it's up to us to act to meet those needs and convert them into profitable business for the company.

It's also about having the best employees, who are totally dedicated to what we do. I'm really proud of what we achieve as a team; there is such a high level of competence in our unit.

To succeed, we are joining forces with municipalities that want to develop attractive living areas. Our financial strength enables us to undertake large-scale assignments. We would rather create new citiscapes, entire living areas, than single projects.

It is also exciting that Skanska is expanding into new markets. I look forward to exchanging experiences with home developers in Poland and the United Kingdom.

What are the main challenges in reaching the tough goal of profitable growth? What are key to success?

Finding land, controlling costs and having the right product. To achieve the goal, we must have the right people and cooperate with construction units.

This is not exactly rocket science, but there are many boxes to check off. For customers, it is all about location. Our success depends on the land we acquire, as well as the design and price.

How we interact with our buyers is equally important. We must deliver what we promise and not over-promise.

How do you ensure that we deliver the right quality?

We continuously conduct analyses using our customer satisfaction index (CSI), which provides us with valuable

“How we interact with our buyers is equally important. We must deliver what we promise and not over-promise.”

guidance on how to improve and develop. I think we must widen the perspective and define what quality is. Is it simply zero defects? Or is it low energy use in our homes? I think we must also take quality of living into account. How do our customers feel about their new homes and how do we provide customer support along the way?

The CSI tells us when we have hit the jackpot. This creates pride among all parties involved – from business developers, project teams and sales staff, to builders – everyone involved in our core business, creating new homes and designing new living areas.

How do you identify land that can be transformed into a new attractive area?

I follow the Vikings. Even a thousand years ago, they chose to live facing south and close to water, with good transportation options nearby – still true in many respects. The island of Birka in Lake Mälaren was their prime living area and marketplace.

What clients are you targeting? Are they the same in all Nordic markets?

We can offer homes for all phases of life: the young urban couple, the family with children, the grandparent generation with no children in the house but with visiting grandchildren. And thanks to BoKlok (LiveSmart), we can offer comfortable and affordable homes for single parents. This is the same all over the Nordic region.

inside homes, what do you think we can do better?

I don't think we need to add more machines or appliances, but we definitely have to develop storage in our homes. People are looking for storage space in the entry, in the bathroom and in better closets. We're also developing the indoor climate, but that is more as a result of our efforts to improve energy performance and insulate houses better.

Tell us about the green homes. Will we see new techniques or new living habits?

We will always comply with laws and regulations, satisfying green requirements by a safe margin in every market. The demands of homebuyers are increasing in this respect, which is encouraging. But we have to be able to give a clear picture of the cost. People want to know what the payback time will be on their investment, and in some cases it can be longer for truly green homes.



Anette Frumerie, President of Skanska Residential Development Nordic, photographed in Värtan. Today Värtan is an industrial area, tomorrow a lively neighborhood with 2,000 Skanska homes with a view of the sea, 10 minutes from central Stockholm.



"Selling is listening – listening to what people want and need."

We're studying and developing techniques in zero-energy buildings and smart home solutions. We're measuring and reducing energy needs year by year, and, as you know, less energy means lower greenhouse emissions.

However, since our development cycle spans many years, we still have a way to go before we can say we are the "green home" builder. But we will have reached this goal by 2015.

You used to work as a salesperson selling homes. What experience did you gain from that?

Selling is listening – listening to what people want and need. Selling is about getting them to talk. I have great respect for the customer. For me, it is physically painful to meet unhappy clients. Of course, we need to deliver profits to shareholders, but the customer is number one.

In what way is selling homes directly to consumers different from other Skanska activities? What are the challenging aspects to it?

We start construction of about 3,000 homes every year and that means we affect at least 6,000 people's lives. Most often, it is the biggest investment they will ever make. But, more importantly, their home is an emotional investment. If you do not realize this difference, then you are in the wrong business.

People making an investment of five million SEK have the right to expect a flawless product; they should not have to deal with cracks or scratches. But this should be the same for all of Skanska's customers: corporations, public or private individuals alike. Nevertheless, it is probably more emotional for our homebuyers. That is why I find it so exciting.

How are you cooperating with the construction units?

First of all, it's about working toward common goals. The customer should be king for all of us. By working together, we become stronger and can find the best locations. Malmö Konsert Kongress Hotell is a good example of what we can achieve. This demonstrates working as One Skanska, which is necessary if we are to increase our market share.

In certain areas, the construction units are responsible for developing homes on their own, and in these instances we must ensure that their offer is in line with the RDN standards. We have a mutual responsibility based on some common rules.

That also goes for our shared ambition of reducing costs. Here Skanska Xchange plays a central role in industrializing production.

Finally, what is the ultimate location, your dream site, if you were free to create a completely new living area?

In Stockholm, definitely Djurgården! In Helsinki, it would be Korkeasaari or Mustikkamaa, almost virgin islands – imagine the feeling! In Oslo, Frognerkilen would be a fantastic location, if the expressway tunnel becomes reality.

There are also areas with immense potential, such as former military areas that have been closed for decades.

But right now, we're directing all our efforts to developing the new hot spots of Värtan and Täby Galopp in Stockholm, Tiedemannsbyen and Arneberg Hage in Oslo, Indre Vågen in Stavanger and, in the Helsinki area, Leinelä in Vantaa, Mäkkylä, with the green flagship project Adju-tantti in Espoo.



Natural playing, learning and resting.



Where nature nurtures

Two of the first questions that young families ask when they move into a new neighborhood are "Where is the nearest school?" and "What is it like?"

Text Alf Lindström Photos I Ur och Skur

Skanska has teamed up with I Ur och Skur schools and nurseries in Sweden, so that when a customer asks about pre-schools or schools, they can answer, "Right in the same building complex, and they're really good."

"We want our projects to offer the most to our customers and to reflect Skanska's values," says **Ebba Säaw**, Project Developer, Skanska New Homes. "These pre-schools are open to all families in the community. Typically, people moving to a new neighborhood have to wait months or even longer before the municipality can offer their children a place in a nursery school. But because these schools are integrated directly into newly built neighborhoods, like Linaberg in Stockholm, our customers have easy access to high quality daycare from Day 1."

Five of these projects are currently in development in the Stockholm area and one in Gothenburg.

I Ur och Skur's methods have roots in the Swedish Outdoor Association, started outside of Stockholm in 1985. The mission is to offer experience-based learning for everyone, for sustainable development in practice individually, collectively, in society and globally.

Curiosity, togetherness, a natural need for knowledge and playful experience-based learning are at the core of this flexible educational method.

Children discover new learning possibilities indoors and outdoors. For example, the children learn how to ice skate, hike, canoe and ski. They are encouraged to use their whole body and all of their senses.

Teachers help them explore where, when, what, why and how. Practical and playful experiences stimulate curiosity and self-esteem and develop long-lasting knowledge.

Nature is the best laboratory. It is a place for construction and discovery. It provides plenty of space for movement as well as physical and motor development. It is a place for togetherness but also reflection.

Research shows that children who spend time outdoors develop a better ability to focus.

Studies show that children are less likely to catch infections if they spend time regularly in nature before the age of 11.

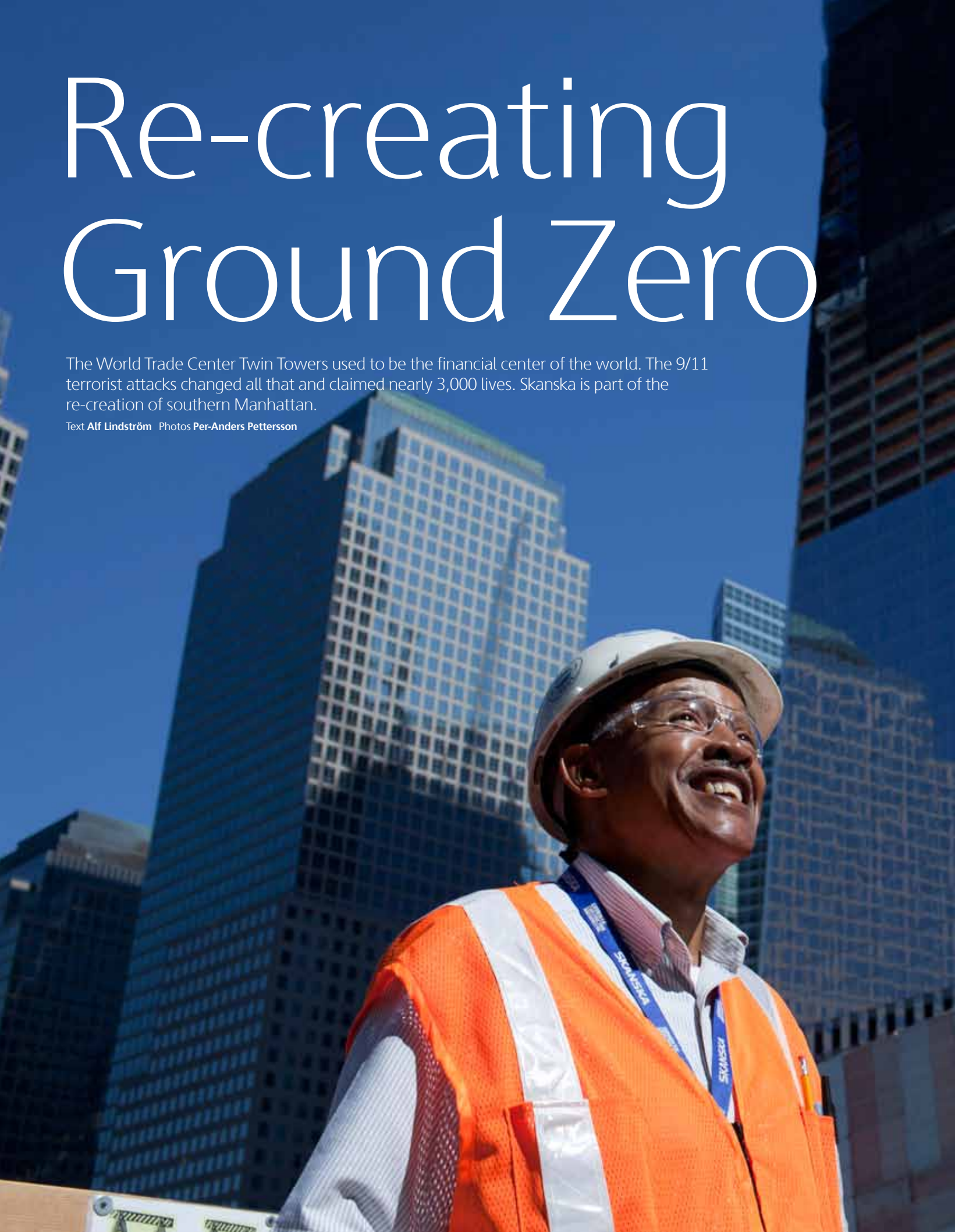
"Learning from nature and taking care of the environment are at the core of the I Ur och Skur teaching methods," says Ebba. "That's very much in sync with Skanska's values for sustainability."


"When it comes to the environment, the I Ur och Skur philosophy can be summed up: as you care for the things you like. I agree with that."

Re-creating Ground Zero

The World Trade Center Twin Towers used to be the financial center of the world. The 9/11 terrorist attacks changed all that and claimed nearly 3,000 lives. Skanska is part of the re-creation of southern Manhattan.

Text Alf Lindström Photos Per-Anders Pettersson





Work currently being performed at Ground Zero

- Six new skyscrapers including 1 WTC (Freedom Tower)
- National September 11 Memorial & Museum
- World Trade Center Transportation Hub
- Retail complex 500,000 sq ft (46,450 sq m)
- Performing arts center
- 14 million sq ft (1.3 million sq m) of office space

Greg Shaw and Jay Harrison, Skanska Superintendents, at the WTC Transportation Hub project.

Despite the tragic events that took place here, Ground Zero remains as busy as ever. You could almost believe it is the construction center of the world. As many as 45 different projects and stakeholders and about 100 construction and engineering companies are currently working side-by-side to recreate the 16-acre site's iconic status. Skanska is one of those companies.

Six high rises, including the 1,776-foot (541-meter) 1 World Trade Center (formerly known as the Freedom Tower), are reaching toward the sky, higher every day and ever more visible to the public that make pilgrimages to this venerated site.

Underground activities are just as hectic, as the transportation infrastructure is being restored and upgraded, crucial to the revival of the area but not as visible to the public.

Initially, the west side of the Ground Zero site was excavated down to about 70 feet (21.3 meters) below street level. Now, the "west bathtub" is being filled with an intricate web of rail tracks, platforms, pedestrian walkways and mezzanines.

Skanska has been permanently active here since September 12, 2001, doing clean-up and excavation as well as today's construction work.

By 2014, hundreds of thousands of people will pass by here every day to and from work and meetings in offices and retail centers. The WTC Transportation Hub is the crossroad for several subway lines and the PATH train line connecting New Jersey and Lower Manhattan.

Renowned Spanish architect Santiago Calatrava has designed a stunning structure to crown the aboveground section of the PATH station, also known as the WTC Transportation Hub Transit Hall. Calatrava's Oculus building will be a mere 200 feet (65 meters) tall but still one of the most spectacular and eye-catching structures at the new World Trade Center.

How to realize this vision is currently on Skanska's drawing board. Construction of the aboveground structure is scheduled to commence next year. Meanwhile, all other work is taking place underground.

"With the subway and regional rail connections, it is like an airport terminal, but underground. Our working area spills into many of the other projects. We have to coordinate with all of the other activities being carried out here. And we have the PATH trains running through our site," says **Michael Goetz**, Skanska Field Engineer.

Some of the work already performed by Skanska includes the concrete slab that

will form the memorial plaza and serve as the ceremonial ground for the 10th anniversary of the terrorist attacks this September.

The schedule and the complexity of construction and logistics make it necessary to work six- to seven-day weeks in two 10-hour shifts. The number of Skanska personnel varies from about 150 to 500 depending on the task that needs to be performed during that phase. Currently, in June 2011, steel and concrete work is being carried out.

Coordination of activities is key. Building information modeling (BIM) is being used for planning and to obtain an overview of the projects.

"All milestones have been met so far," says **Adam Benincasa**, Field Engineer at Skanska.

Working at the Ground Zero site is deeply connected to the 9/11 trauma.

"It's a wonderful honor to be part of the efforts to restore this site," says Michael.

"We are proud to be here, to have been assigned to these prestigious projects. But we've been here so long that we're not as emotionally affected by it anymore," says **Jay Harrison**, a Skanska Superintendent.

As his colleague **Greg Shaw** confirms, "It's a special project, but the emotional phase has passed for us, considering that we've been here several years. Now we're focused on construction and getting the job done."

"All milestones have been met."







“About 100 construction and engineering companies are currently working side-by-side to recreate the 16-acre site’s iconic status.”

Skanska’s part of the revival

- WTC Transportation Hub
- USD 560 million contract, of which Skanska’s share is 80 percent, corresponding to USD 448 million. The joint venture consists of Skanska USA Civil and Skanska USA Building with Granite, which has the remaining 20 percent.
- 60,000 cu yd (45,873 cu m3) concrete
- 10,000 tons rebar
- 1.5 million lbs (680 thousand kilograms) ductwork
- 115,000 lf (35,052 lm) piping
- 130,000 sq ft (12,077 sq m) metal panels
- 4,000 sprinkler heads
- 500+ construction workers
- 51-month schedule with completion 2014
- One Skanska (Skanska USA Civil and Skanska USA Building)





The Memorial Plaza will serve as the ceremonial ground for the 10th anniversary of the terrorist attacks this September. The World Trade Center Transportation Hub is like an underground air terminal where several subway and train lines intersect. This is also the crossroad for a great number of stakeholders and construction and engineering firms that are taking part in rebuilding the World Trade Center.

Tracks and platforms for the Port Authority Trans-Hudson (PATH) trains take shape underground.



This September marks the 10th anniversary of the September 11 terrorist attacks in New York City, Pennsylvania and Washington, D.C. On that day, construction work will cease for the memorial ceremony, which will take place here. "All milestones met," according to Adam Benincasa and Michael Goetz, Skanska Field Engineers.

Skanska's 50 years at WTC

1960: Karl Koch Erecting Co (now Skanska Koch) did steel work at the Twin Towers, and Slattery Contracting Co (now Skanska USA Civil) did foundation work. Sections of the original slurry wall are still in place.

1993: Terrorists detonate a car bomb in the underground parking lot. Skanska was brought in to repair the damage and replace mechanical and electrical installations.

2001 9/11: Skanska personnel volunteered to participate in the rescue work. Within a week, Skanska was asked to assist in cleaning up. This work took eight months, including frequent stops for ceremonies to honor the victims found in the debris.

2006: Upgrade of Dey Street Concourse, which connects to the WTC Transportation Hub.

2006: PATH underground work, such as the construction of rail tunnels, including laying track and installing power, communications and signaling systems as well as new climate-controlled train platforms and mezzanines. The project also includes about 3,281 feet (1,000 meters) of pedestrian tunnels that will link with the PATH train stations and facilitate transit connections with other train and subway lines. A total of 13 rail and subway lines, including the PATH trains and New York City Transit trains, will converge at the WTC Transportation Hub.

2009: Skanska contracted for the foundation and steel structure of Fulton Street Transit Center and the mezzanines for the A and C subway lines. These are connected to the WTC Transportation Hub via the Dey Street Concourse.

2011: Oculus, the spectacular steel structure for the WTC Transportation Hub, was designed by Santiago Calatrava. How to execute the project is currently on Skanska's drawing board, and construction is scheduled to commence in 2012.



A home for creativity

The Czech fashion designer Tatiana Kovaříková is a woman of taste. Maybe that's why she chose a Skanska home for work and play in Prague. Falco the dog is happy there, too.

Text Eva Keřková and Alf Lindström Photos Michal Hurych

Sun Hill Villas (Slunný vrch – vily ernošice) has an attractive location in western Prague. The project consists of 22 two-story villas. For Tatiana, it is a comfy place for rest and rejuvenation.

Are you happy in your new home?

"I am. My friends were surprised at first and wondered why I decided to do this. I knew I was looking for a house, not a flat. I took such a liking to this house and location that I decided to go for it.

Where did you live before?

I lived in Prague, in the Lesser Quarter, practically in the city center. I had to move for several reasons. I also work in the city center near the Old Town Square and Dušň. Commuting doesn't bother me. I really like closing the door of the studio behind me and heading off to my own home.

Do you work at home?

I mostly don't work at home, but rather design. I always have paper and pen handy and am always drawing something. I take work home only in exceptional cases. I enjoy my creative work more in the studio, because I have lots of materials there and large tables where I can cut and create. At home, I mostly relax and recharge my batteries.

Let's return to your house. What is your favorite place there?

There are a few places I call my favorites in this house: downstairs in the

living room, by the writing desk and outside on the terrace. I'm happy that I have a garden.

Did you feel at home here straight away?

I looked for about nine months before I found this house. I wasn't able to find anything that caught my fancy for a long time. I was invited to the open day here and things became clear all of a sudden. I fell in love at first sight with the location and the house. It simply felt right, then and there, and I followed my intuition.

Did you know from the start that you wanted a new house?

I decided on a new house because I didn't want to have to look after it, I mean renovate and repair it. That was the main reason. I didn't want an old house because I don't have the time for reconstruction or building at the moment. I liked the way this house is situated and I liked its floor plan. It's well laid out.

Do you think that a house by Skanska is a house that you would like to grow old in?

I can imagine that. I feel really at home here, and that is very important to me.



The TATIANA brand, by the famous Czech fashion designer Tatiana Kovaříková is a synonym for luxury, comfort and originality.

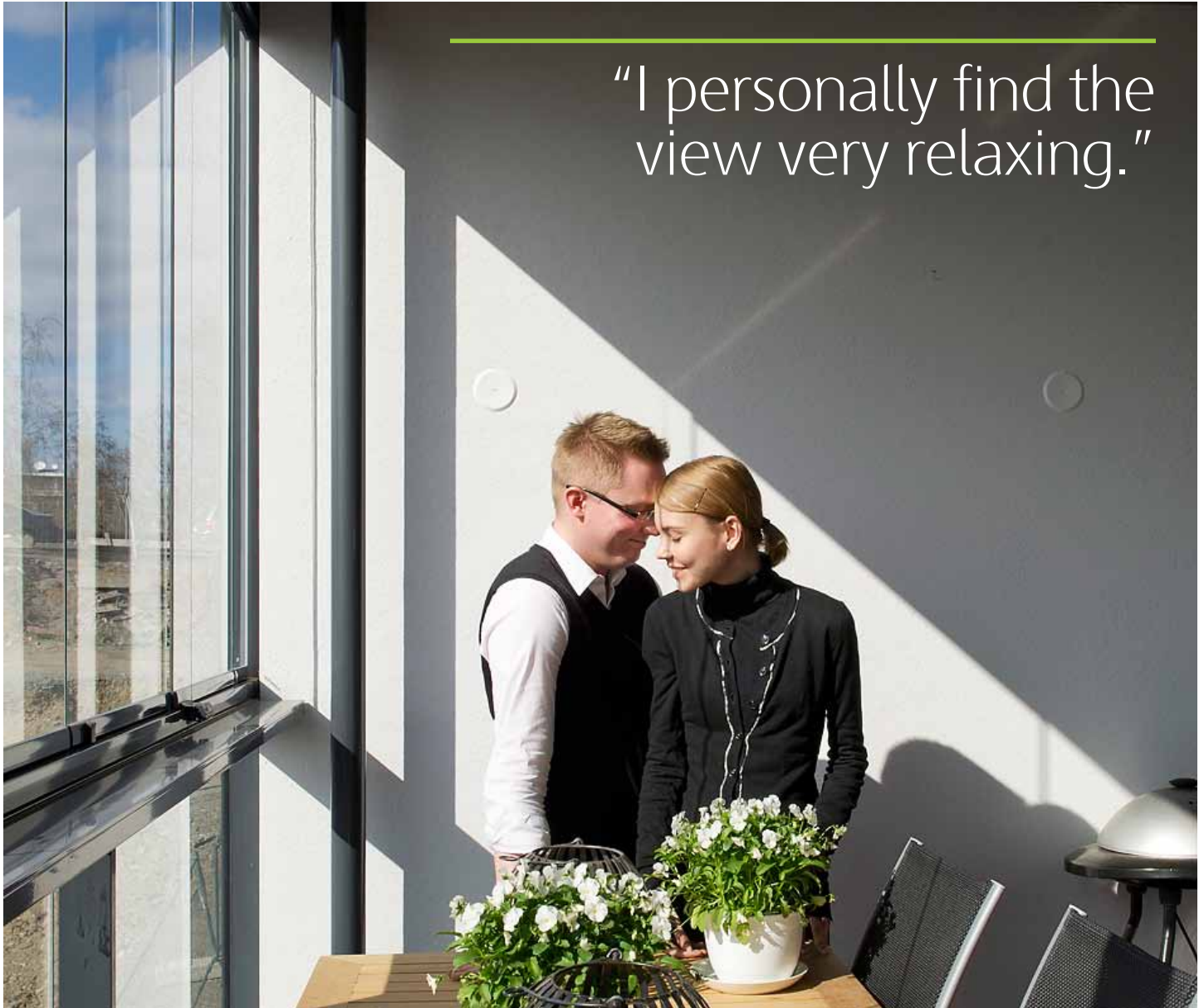


Tatiana Kovaříková

Tatiana Kovaříková has been dressing Czech celebrities and managers from large companies for many years. She introduces her fashions at exhibitions and shows in New York, The Hague, Paris, Milan and Berlin. And this spring, Vienna Fashion Night joined that list.



"I fell in love at first sight."



“I personally find the view very relaxing.”

Lakeside living

Enjoy the beauty and the charm of the lakeside, with all the attractions of the city within a stone’s throw. That’s the concept behind Skanska’s four apartment blocks in the new residential area of Ratinanranta in Tampere, Finland.

Text **Sören Viktorsson** Photos **Antero Tenhunen**

Finns are known to possess a great deal of *sisu* (Finnish for bulldog spirit), and university-educated economist **Niina Ronkainen** is no exception.

More than a decade ago and without knowing each other, she and her fiancé **Markus Huotari**, who was studying to become a physician, first heard rumors about building plans for the Ratinanranta area.

“In the summer of 2009, we knew that Skanska had started to build there. We lived close to Skanska’s office, and I frequently visited them to make sure we would get an apartment,” she says with a smile.

Ratinanranta is situated just south of central Tampere and in 2006, the city, which then owned the plots, announced an architectural competition for the area.

“We won, thanks to our unique concept, combining architectural design with Skanska’s Living Area Design with a clear aim to blend into the rest of the city,” explains **Kaisa Malkamäki**, Marketing Coordinator at Skanska in Tampere.

The first building block, called Aallotar (Miss Wave), was completed in 2009. It was followed by Tyrskytär (Miss Surfing Wave) in 2010 and Myrskytär (Miss Storm) in May this year.

When the fourth and final residential building, Tuuletar (Miss Wind), is completed next summer, there will be a total of about 110 flats, ranging from 32 to 159 square meters (350–1,711 sq ft) in area.

“We have put a lot of effort into creating the outdoor areas designed by a leading landscape architect. A special feature we are very proud of is the blue wave-like retaining wall around the yard,” Mrs. Malkamäki says. As the winner of the competition, Skanska could pick the best part of the lakeside setting for its development. On the second floor of Tyrskytär (Miss Surfing Wave), Worldwide was warmly welcomed by Niina Ronkainen and Markus Huotari. “We got the flat we wanted. As you can see, we have a great view here. Finns like lakes, and I personally find the view very relaxing,” states Markus Huotari.

The beautiful 116.6-square-meter (1,255-square-foot), four-room apartment is sparsely furnished, mostly in black and white. The young couple points out that Skanska was very attentive to their wishes. “Actually, this was two flats from the start, of which one has been transformed into our bedroom. We re-designed the bathroom and the sauna ourselves into a more modern style,” says Ronkainen, a devotee of interior design magazines.

The apartments in the Ratinanranta area, both Skanska’s and the other companies’, are among the most expensive in all Tampere. “Still, the flats in the first building were sold without any advertising. All flats in the second are also sold, and we are confident this will also be the case with the rest,” says Marketing Coordinator Kaisa Malkamäki. According to her, Ratinanranta has three main benefits: The location, the location and the location!

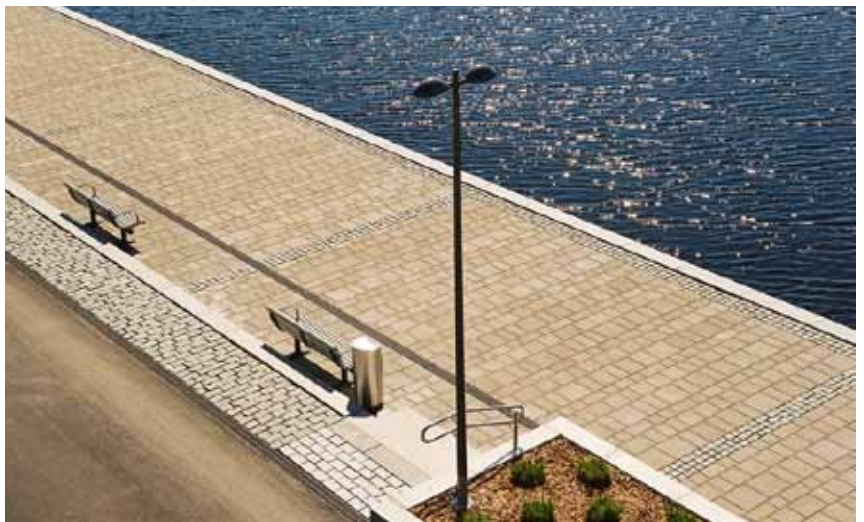
“That’s right,” Ronkainen nods eagerly and smiles. “From here it only takes me 10 minutes to walk to Tampere’s market square and, when I open the balcony window, I immediately see the beautiful lake landscape.”

Niina Ronkainen and Markus Huotari are quite confident Ratinanranta will remain their home address for years to come. But, Ronkainen has a slight problem.

“I work as a controller in the municipality of Vantaa, a neighboring city of Helsinki. When my colleagues ask how I live and I tell them about a big flat near the center of the city and just by the lake, they say, ‘Mitä?!’ [What?!].”

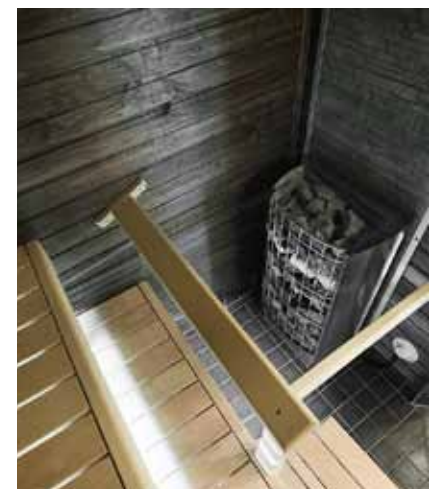


Skanska is currently developing another new attractive living area called Härmälänranta, just on the opposite side of Ratinanranta and Lake Pyhäjärvi.



Finns and saunas go together like love and marriage

In the old days a common sauna in the building used to be enough. “But nowadays even small student apartments might have a sauna and so have nearly all of the flats in Ratinanranta,” says Skanska’s Malkamäki. Finns have a lot of proverbs about their beloved saunas. One is: “If sauna, tar and spirits don’t help, then the disease must be a deadly one.” Closed, glazed balconies are another very popular feature in Finnish flats. “Think about the climate here in Finland. The glazing provides shelter from rain and snow and the balcony remains tidy,” says Ronkainen. “A glazed balcony is like an extended living room. You can sit there at least half of the year, even in our climate,” Huotari concludes.



Customer first, design second

A track record as a major civil, commercial and PFI contractor put Skanska in a natural position to enter the UK's competitive residential market.

Text **Gary Fabbri** Illustration **Anne Holmberg**

Focusing on customers' needs. "When Residential Development UK started here in June of last year, we did a lot of studies focusing on other homebuilders in the UK. We realized that most homebuilders do not pay much attention to their customers' needs, and that a more customer-focused approach is an opportunity for Skanska," says **Magnus Andersson**, President, Skanska Residential Development UK.

"During the past decades, this market experienced tremendous growth in land values and profitability. Paying careful attention to customers was not at the top of the agenda for most developers. Whatever was built got sold because of the extreme need for housing," says Magnus Andersson. "But the market has changed. We and our competitors have to think about customers in a new way.

"We agreed that we needed to focus on better quality products and green solutions and to be recognized as a customer-focused developer. We think it's important to listen first and find out what people need from a new home."

"We wanted to combine Skanska's strong position in the UK with the mindset of a company starting from scratch."

The team decided to set up a design competition to find customer-focused architects. There were several stages in the competition. First, a letter requesting expression of interest was sent to numerous qualified architects. They were asked to answer five questions designed to elicit their values and company culture.

- Provide one page of images of projects that you are proud of.
- Identify three core values that your practice stands for.
- If your practice was a car, what car would it be?
- What brand represents your practice and what you stand for?
- What is your favorite building (that your practice did not deliver) and why?

The firms were required to submit their answers without any logos or references to their companies. "We didn't want preconceptions or bias to influence the selection of the architects," says Jamie Wilding, Development Manager, Skanska RD, United Kingdom.

The whole RD team took part in vetting and scoring the submissions. "Most of the architectural firms liked the unexpected and creative approach," says Jamie.

"Starting from scratch, Residential Development is building on Skanska's solid UK position."



Magnus Andersson
President, Skanska
Residential Development UK.

In the second round, a short list of firms was given several weeks to develop a proposal and present it to four specific clients. These clients stood for different lifestyles, needs and circumstances.

"It was a role-playing exercise," says Jamie Wilding. "We wanted to understand how the firms interact with customers. We wanted them to be creative and show us what they stood for. "The firms that were successful really listened to the customers and tailored their presentations to them. The whole idea is to make new homes for real people."

Part of the competition was also to find out how the architectural firms could collaborate.

"We asked them to collaborate in developing a master plan for a site and to use some of the house types they had come up with to create living spaces," says Magnus. "We also wanted to assess their ability to cooperate in teams, because we think that is important when they work together on our projects.

"The top three architectural firms in the competition all performed outstandingly. We've already begun to work with them."

Asked to sum up the thinking that drove the development of this competition, Magnus states, "We want everyone that we work with to share our values and to focus on what customers want."





BoKlok – ready for the big world

After more than a decade of success in Sweden, BoKlok (Live Smart) is ready for the big time. The Skanska-IKEA home concept is targeting international expansion. BoKlok is Skanska hardware with a typical IKEA marketing and interior design twist and is designed for the smart, not for the rich. These affordable, modern homes are meant for many people.

Text **Alf Lindström** Photos **Holger Staffansson**

Sold at **IKEA**, BoKlok is as close to a flat pack home you can get. Developed and built by Skanska, the homes are manufactured in an industrialized way that supports lean construction. Every piece fits, and there is not a trace of bling.

But let's go back in time. It all started in 1995 when Skanska's former President **Melker Schörling** and IKEA's founding father Ingvar Kamprad decided to offer quality homes to homebuyers who wanted to save a buck or two for other things. The target customers were people like nurses, sales clerks, single parents, young families still at university.

A strong brand

Of course, **IKEA** soon came up with a brand name in line with its bestseller, Billy the bookcase. In Swedish, "Bo" is both a man's name and a word meaning "live." "Klok" is "smart." BoKlok – Live Smart – is today a brand in its own right.

Skanska's developer **Inger Olsson** and IKEA's interior designer **Madeleine**

Nobs (now with Skanska), assisted by architect **Gunn Ahlström**, took on the challenge to realize the goal. They were eager to start but did not attack the drawing board directly. Instead, they consulted Pia Nilsson, Sweden's leading household economist, with a question never asked before. "How much can a nurse afford to spend on a home?"

The answer, about SEK 3,000/month at the time, set the financial framework. Only then did the trio start drawing.

High in volume, low in price

BoKlok was designed the **IKEA way**: large volumes, low prices. Industrialized production and large volumes – in other words, repetition – cut prices and save time in planning. Efficiency is key.

The aim was also to use space efficiently; every corner should be useful. And the standard should be high: full of light through big windows, using natural and sound materials such as wood.

In 1997, the first BoKlok areas were completed in Swedish cities Helsingborg, Stockholm, Örebro and Sundsvall. They were all a success. The daily papers as well as top-end design magazines raved about the first flat-pack homes. People were queuing at the **IKEA** stores for an apartment. There were more potential buyers than homes, so buyers were selected by drawing lots. This is still the way to become the owner of a BoKlok home. It gives everyone an equal chance of buying one of the attractive apartments.

Getting greener. Version 7.0 on its way

Today's BoKlok has advanced through sixth versions from the prototype; for example, BoKlok Radhus (row houses) were recently launched. But the basic idea remains. It should be affordable those who are not so well off and it should have a nice feel and atmosphere. With this in mind, continuous improvements have been made.

"We have upgraded the concept along the way. We have improved the product for customers and still managed to reduce the number of pieces in



Jonas Spangenberg
President, BoKlok Housing,
Ulrika Nordeborg Product
Developer and their team are
expanding BoKlok to new
markets and higher numbers.

the BoKlok puzzle. This facilitates production in the plant and on-site,” says **Ulrika Nordeborg**, Product Developer at BoKlok.

Inger recalls an IKEA boss who always asked homebuyers: “What can we do better?” “This is something I have carried with me ever since: Listen to the users and buyers. There is always room for improvement.”

Recently, an improved and more energy-efficient BoKlok was launched. It exceeds Swedish norms for standard housing by almost 30 percent (about 80 kWh/sq m/year), and an optional add-on package reduces energy consumption to 60 kWh/sq m/year.

To date, more than 5,000 BoKlok homes have been developed, built and sold, most of them in Sweden, with a small number in Denmark, Norway, Finland, Germany and the United Kingdom.

Major breakthrough

Now BoKlok is ready for the big time. Skanska’s offer to homebuyers is developed in three lines (value, core and premium), in both multiple and single-home segments, where BoKlok represents the value offer. A new specialized team is responsible for developing the concept and initiating new projects. Jonas Spangenberg is President of BoKlok Housing, owned by Skanska (The BoKlok concept is co-owned by Skanska and IKEA).

“We will grow in volume. This way, BoKlok will be profitable and still be affordable for our target groups. We’ll be profitable by being efficient and increasing volumes,” says Jonas.

“We’ll also focus on new markets. We already have a platform in Norway, and our presence in the UK and Germany can definitely expand. We’re also looking into the Czech Republic.”

Local preferences

Will the Swedish wood style be modified for international markets?

“We will adjust to local preferences. For example, land is more expensive in the UK, so we’ll probably have to build taller blocks to be able to stick to our reasonable prices.”

What is key for BoKlok going forward?

“Land is crucial. In Sweden we know exactly how much the land can cost. Internationally, we’re analyzing this now.

“Also product development and efficiency are key areas. Establishing our own production plant is crucial. In Sweden, we can rely on Skanska Industrial Production in Gullringen. Products and processes are developed hand-in-hand, and that’s what we want to do in other markets, too,” says Jonas.



Inger Olsson, Madeleine Nobs and Gunn Ahlström developed BoKlok in the mid-1990s. Since then, more than 5,000 homes have been built. (Gunn not in photo)

“How much can a nurse afford to spend on a home?”





Bundled services boost bottom line

A waterfront opportunity

Foresight, financial strength and pro-active relationships: The complex process of developing a new urban neighborhood can be that easy. The result: A much wanted waterfront green hotel and a nice contract for Skanska.

Text **Alf Lindström** Illustration Skanska

This is an example of how knocking on a few doors, looking around the corner and seizing opportunity creates business. Or you could say, Make it happen today instead of waiting for a call tomorrow.

Lindholmen in Gothenburg, across the river from the city, is an area with a growing appeal. Where shipbuilding once took place, some 18,000 people are now busy in companies like Volvo and Ericsson. It's a bouillant area, but hotel rooms are very scarce.

"We sensed the need for a new hotel here when we were looking around for interesting new project opportunities. We were welcomed when we offered the city's landowning company Älvstranden Utveckling AB to develop the area," says **Anders Erlandsson**, Regional Manager at Skanska Sweden's Gothenburg office.

Perfect match

It was a perfect match for all parties. The city was eager to develop the area and the Winn Hotel Group wanted to expand.

"For us it was a window of opportunity, because we could use the group's strong finances for the development and get a major construction contract in return."

"And of course we are also hoping for a capital gain when we sell the project, says Anders."

Naturally, the Skanska team did their homework before any documents were inked. The parameters in the calculation for the potential return included the anticipated rental rates as well as the cost of land and construction.

"Although bundled construction projects are complex, with several parties involved, we have reached agreements in about a year. One important factor was our close cooperation with the City authorities," says Anders.

A 25-year rental agreement

Based on land purchase and a signed a 25-year rental agreement with the Winn Hotel Group, construction now has begun. Skanska's investment totals about USD 63 million, and the

construction assignment USD 49 million.

The 266-room hotel will be operated as a Radisson Blu Hotel and comprise an area of approximately 12,000 sq m. The building will have a green profile and will be designed with the aim of achieving the Gold Level as set by the international certification system, LEED®. Construction will commence in spring, and the hotel will be completed at the beginning of 2013.

Anders and his Skanska team are also developing a nursery home for the elderly. A lease has been signed with the neighboring municipality of Ale.

In bundled construction projects like this, construction units utilize the group's financial strength to create new business. Typically, it starts when a long-term lease is signed. The concept has been applied in the development and construction of premises for various public authorities as well as Malmö's Concert Hall, Congress & Hotel complex, a project in which Skanska is investing in certain parts.



The first Nordic Ecolabeled apartment building

Energy-efficient and climate-smart, using environmentally friendly construction materials. In early 2012, the first Nordic Ecolabeled apartment building will stand completed in the middle of Söderköping, Sweden. Skanska has been tasked by the municipal housing company to build a four-storey block with 16 apartments.

“We’re proud and happy about being able to build a future-friendly building that is financially sound. Our unique construction process ensures quality both in the work process and in the completed building,” says **Johan Johansen**, Head of Concept Management at Skanska.

Skanska is the first company to have fulfilled Nordic Ecolabel’s strict requirements when it comes to building multifamily housing. Skanska’s calculations indicate that the building’s energy consumption will be 25-50 percent less than the norm for multifamily housing.

“Skanska has done a fantastic job. We’re convinced that the market will soon require ecolabelling of essentially all housing,” says **Gunn Nycander**, Head of Division, Building & Energy at Ecolabeling Sweden.

“An ecolabelled multifamily housing concept such as ModernaHus is clear evidence that we are serious about our vision of being a leader in green construction. It’s good for everyone,” says **Anders Danielsson**, President of Skanska Sweden.



New homes in Poland

Soon, people in Poland will be able to enjoy living in a new Skanska home. Poland joins the United Kingdom and other new markets targeted for Skanska’s homebuilding.

Skanska Residential Development Poland, headed by Nicklas Lindberg, is now looking for land in the Warsaw, Krakow and Wroclaw areas, which will be the first markets in Poland for establishing the residential business.

The unit is also currently seeking the right people to build a successful business. The start-up activities are being carried out in cooperation with Skanska Commercial Development Europe, which has a solid presence in Poland.

One in a million

In 1963–1975, one million homes were built in Sweden. Brogården in Alsingsås, close to Gothenburg, was the last residential area built in Alsingsås under the “million-home program.”

Change is coming. Brogården in Alsingsås is the first area to be converted into passive housing as part of an environmental program. The project has drawn major attention and been visited by the Swedish royal couple and Prime Minister Fredrik Reinfeldt.

Passive buildings are built extremely leak-tight and with thick insulation to minimize heat loss. The apartment units have no traditional heating systems but are heated by lamps, household appliances, solar radiation and the body heat of the residents. Passive building technology enables the residents to use half as much energy as in traditional housing.

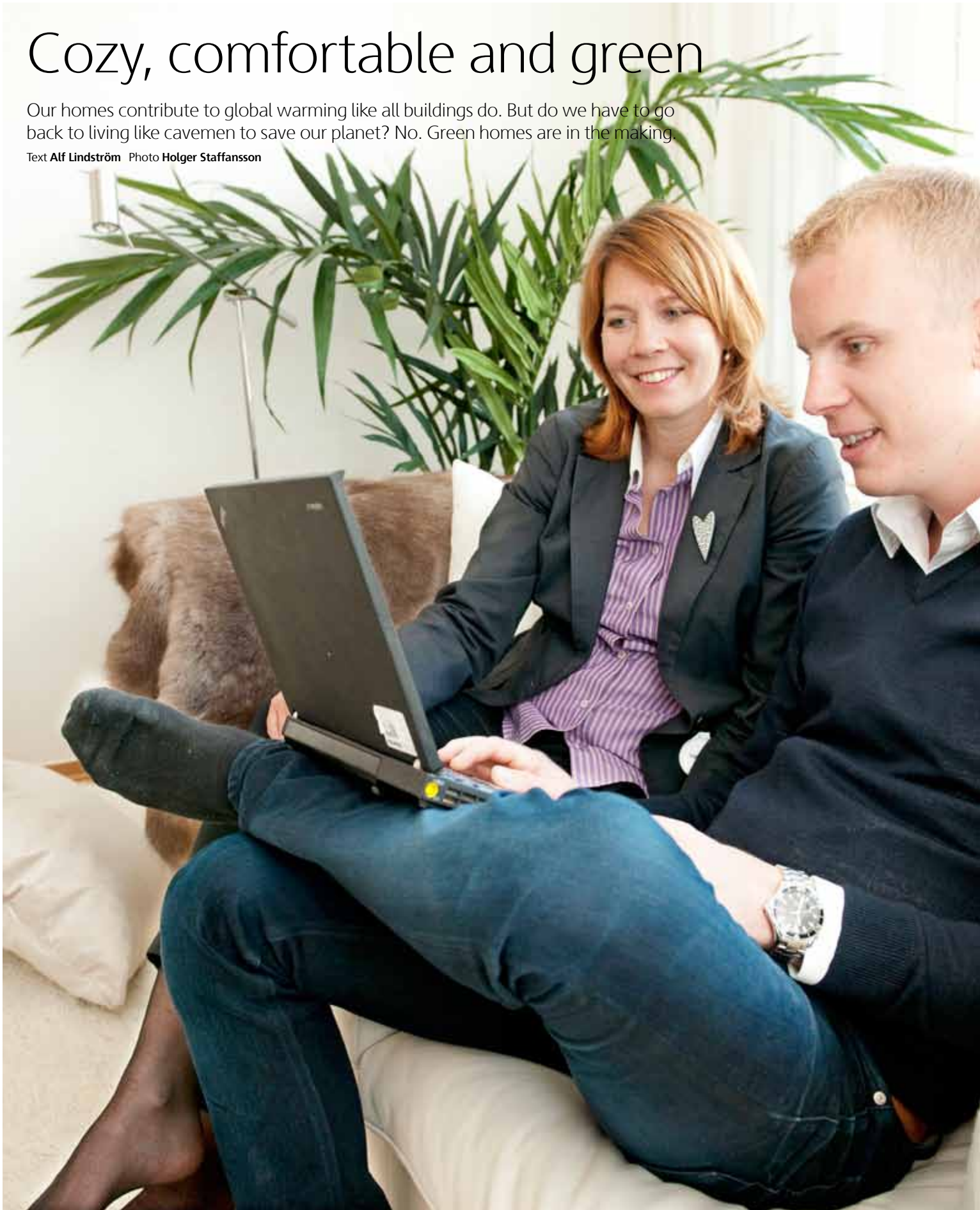
The project is yielding major environmental benefits because energy consumption is more than halved through the use of passive building technology. The construction process impacts the environment, so the worksite is certified in accordance with Skanska’s internal Green Workplace environmental labeling system.



Cozy, comfortable and green

Our homes contribute to global warming like all buildings do. But do we have to go back to living like cavemen to save our planet? No. Green homes are in the making.

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





The journey toward green living areas. Skanska reduces energy use with:

- Improved insulation in walls, better windows and doors
- Ventilation and heat recovery systems that recover 85 percent of heat
- Airtight climate shells
- Energy-efficient installations for lighting, fans, pumps, etc.
- Offering customers energy efficient white goods
- Water-reducing taps and toilets
- Individual measurement, debit and visualization of heat, hot water and electricity In the near future, more locally produced renewable energy sources such as solar and wind will be offered more frequently.

<http://www.skanska.com/en/Sustainability/Our-green-initiative/>

With better insulation, heat recovery and solar and wind power, you can have a cozy and comfortable home without jeopardizing the planet.

By 2015, about one third of all new Skanska homes will be Deep Green living areas. **Anna Forsberg**, Green Business Officer at Skanska Residential Development Nordic (RDN), is aiming straight at that goal.

“We’re scoring better every year. Energy use is declining in our projects,” Anna says.

And she is keeping score. This year, all RDN projects will score at least 20 percent below the national standards for energy consumption in Sweden, Norway and Finland. Going forward, increasingly more projects will be greener.

Anna Forsberg holds a Masters Degree in Environmental Engineering and a research degree in Industrial Ecology. She conducted a sustainability audit in the Hammarby Sjöstad district in Stockholm and previously worked at the Swedish Energy Agency. After that, she realized that her impact could be greater if she participated in the development of energy-efficient homes. She joined Skanska in 2010.

“Working with Skanska, I have an opportunity to make a real-life contribution to the sustainable development of our society. That’s what drives me,” she explains.

Reducing emissions

Energy is the focus now. Improving energy efficiency means reducing greenhouse emissions.

“One major step forward in recent years has been that we recover at least 80 percent of the heat from exhaust air. This is now standard in all our multifamily housing projects and in an increasing number of single-family homes.

“We have also established a system to ensure that we deliver the right quality, Anna explains.”

Once the buyer has moved in and the house becomes a home, consistent performance is essential, and measuring performance over time is key. Energy performance is measured quarterly.

“This is also part of tuning our systems and making sure that they all run as intended.”

Tracking energy performance

This year, energy performance is being measured in four projects, and next year it will be measured in 10 or more projects. Environmental Engineer **Erik Palmquist** does it all digitally without leaving his RDN office.

“An energy calculation is performed during the pre-construction phase that governs the choice of structural parts and system solutions. We supply the building with meters and sensors so that we can verify energy consumption and localize the fault if something deviates from what was planned during pre-construction,” says Erik.

“The Nordic national boards that set building norms will continuously tighten requirements, but we should always aim at a tougher target. We would welcome even stricter norms from the three national boards,” says Anna.

Keeping a sharp eye on energy use in Skanska homes is central for Anna Forsberg, Green Business Officer, and Erik Palmquist, Environmental Engineer, at Skanska Residential Development Nordic (RDN).

30 percent Deep Green homes





Deeper and deeper into Green

The new homes being developed and built by Skanska will be greener and greener. Already today, new homes have at least 20 percent better energy performance than national requirements.

By 2015, at least 30 percent of the new Skanska homes will be Deep Green. Deep Green means that the homes are future-proof. The construction process and our product performance have a near-zero impact on the environment, thereby future-proofing our projects. Some 70 percent of the new homes will be Green by 2015, which means they score Beyond compliance

and the construction process and/or product performance is beyond compliance, but not yet at a point where it can be considered to have a near-zero environmental impact.

Editor's note: Vanilla (=compliance), Green and Deep Green are the colors in Skanska's Color Palette™ (CP) which describes Skanska's Journey to Deep Green™. CP was introduced in 2009 as the strategic framework for Green Construction & Development (Green Business). The four priorities of the Color Palette that define Green Business in Skanska are energy, carbon, materials and water.



Empowerment is the theme of this year's Skanska Safety Week

The world's largest safety event will be held on October 17-23. It involves 52,000 Skanska employees and about three times as many subcontractors and partners at Skanska projects and offices throughout the world.

Empowerment means that every person at every project in Skanska has the right and is even expected, to take action if he or she encounters an unsafe situation.

"Now we are taking a major step to create a culture focused on safety," says Neil Moore, SVP Safety Skanska. "Protection equipment and safety planning will not help us reach our zero accidents goal. Safety is a matter of behavior. Everyone has the opportunity to help create a safer culture. It starts with us!"

Sharing business ethics

Hernán Morano, President, Skanska Latin America, and Christel Åkerman, Vice President Risk Management.



How do major companies deal with corruption-related challenges?

Business ethics issues topped the agenda when the World Economic Forum's PACI taskforce (Partnering Against Corruption Initiative) recently hosted representatives of 52 international companies in a seminar in Rio de Janeiro, Brazil. Skanska, as a PACI signatory, was the only company that shared its experiences from dealing with issues of this kind.

Hernán Morano, President, Skanska Latin America, and **Christel Åkerman**, Vice President, Risk Management, gave a presentation about what had been learned from a case of probable improper dealings that occurred in 2006.

"We have gained respect for our firm action in connection with the brave decisions taken at that moment. But we have also noticed that we sometimes have had to struggle against the wind," said Hernán Morano.

Prior to a Q&A session, Christel Åkerman informed the auditorium of the systematic action Skanska takes to prevent, detect and address ethics issues. Skanska was acknowledged for its efforts within business ethics such as the implementation of Ethic's Committees in all home markets and quarterly reports on the status of business ethics in all business units.



Tell us the story. Jan Johnsson, left in center row, and Ulf Ranhed, right center, together have more than 80 years in the business. Eager to listen and learn are (left to right) Kasia Zawodna (Poland), Mark Carrol (United States), Jan Palek (Czech Republic) and Mia Andelin (Finland).

60 years in two days

The experienced lead the way for the young. As Skanska is set to grow, risk management and passing on the dos and don'ts are increasingly important.

Text **Alf Lindström** Foto **Holger Staffansson**

Senior high performers possess the key to success in Skanska's Commercial Property Development units. And they are willing to share those keys to unlock the vault.

Transferring experience was foremost in everyone's mind when project managers and project leaders from Commercial Property Development units recently met with senior colleagues in Warsaw.

The development of modern offices has been a core business for Skanska for six decades. A few people in this field have contributed for 20 to 30 years and, though still active, are starting to wind down. The young and relatively new people in this sector make up a vast and growing majority.

Guiding and nurturing younger colleagues is traditionally a strong part of corporate culture, primarily within the local unit or project. Now, the Presidents of Skanska Commercial Development Europe and Nordic – **Richard Hultin** and **Jan Odelstam** – have decided to bridge the gap between units. The recent cluster meeting also welcomed U.S. colleagues.

"Teamwork and an open culture are key to our continual success going forward. It's time we joined forces to become true learning organizations," says Richard.

"Project managers are the core competence in our projects. A PM is involved in all phases of a project and is responsible for a lot of money. The development cycles are so long that you generally only complete two big projects in 10 years. There are many good reasons to learn from more experienced colleagues," says Jan.

More than 100 years of experience

Younger colleagues now have the opportunity to be mentored by experienced colleagues such as **Jan Johnsson**, **Gert Sjöholm** and **Ulf Ranhed**, who have all been active in different roles at Skanska for 30–40 years.

Jan Johnsson greeted about 60 project managers and project leaders from all Skanska Commercial Property Development units: "What differentiates a successful project? We think we have a few clues, and by knowing these you should be able to avoid pitfalls. We want to make life easier for you."

Jan and Ulf gave a history lesson that stretched from the start of Skanska's first own office development project, in Malmö in 1954, to today's business.



Marie Persson and Gert Sjöholm

Teamwork and open culture are key to success. One small change starts a chain reaction.

Storytelling

They have quite a story to tell. has put his stamp on projects in eight countries. As Project Manager, Ulf developed about 350,000 sq m (3.8 million sq ft) and at one point was Property Manager for about 550,000 sq m (5.9 million sq ft) in Kista, the Silicon Valley of Sweden, north of Stockholm.

The true eye-opener of the meeting was an honest comparison between two recently completed Stockholm projects – one very successful and the other not quite up to par. Eleven key factors for success were scrutinized and compared. The highly profitable Black Building proved to outperform the less lucrative Bylingen project in Stockholm in every respect.

“This was a stunning presentation. It made me realize how details that go wrong add up and shrink profit as well as pride,” says **Bartosz Kalinowski**, Project Manager in Warsaw.

A freshman with a solid track record

A growing company also needs new blood. Though new in the company, **Katarzyna Unold** has a solid track record: 15 years of experience from very large development projects across central Europe. She shared her views on the importance of planning.

“Have you heard about the project that was planned in 24 months and executed in 28 minutes?” she asks. “It was NASA. They had to mount a lifting arm on the outside of a spaceship in orbit.”

Katarzyna drives home the message: “One small defect or change in production starts a chain reaction that affects time, budget and the final result. And there are no shortcuts. Plan, plan and plan again.”

Katarzyna is happy to work in a company that has expertise in a wide range of services.

“Having construction on board is a gift we must benefit from. Close cooperation and co-planning with construction service people are the keys to success,” she says.

Questions and lively and open discussions underlined that the learning culture has taken a big step forward. And so has networking, which is now moving into social media.



Knowledge sharing takes place on many fronts.

Gert Sjöholm, who has been a torchbearer in Malmö, was unable to attend the Warsaw cluster meeting but is currently contributing his experience as a part-time mentor to four young project managers in Poland.

Starting in 1972, Sjöholm’s track record includes a children’s hospital in war-torn Libya, a Berlin project that never materialized, the ever-developing Ideon Industry Park in Lund and Baltzar City in Malmö, which was controversial and blown up by the media at first but turned into a success by Sjöholm and his team. He has crowned his career by winning the Skanska Golden Hard Hat Award and completing the Court of Appeal in Skåne and Blekinge – a black diamond at Universitetsholmen in Malmö.

“There were a lot of right decisions in that project,” recalls Gert, who also takes pride in the successful project for the police’s operating units in Malmö.

Senior pearls of wisdom

- Personal development depends on you. Skanska offers a lot of opportunities. Grab them.” Gert Sjöholm, with almost 40 years of experience.
- As a project manager you must rise above the daily chores. Don’t get stuck in details. Get a bird’s eye view of the project.” Ulf Ranhed, 41 years of experience.
- Check out a good colleague, get a mentor. Ask, listen and learn. Ask for second opinions.” Jan Johnsson, 31 years of experience in the company in addition to 13 years before joining Skanska.
- We must have a risk culture. If everyone acts as his own risk manager, we can be as successful as Handelsbanken, which increased returns 38 years running.” **Marie Persson**, 11 years of Commercial Development experience. Though unable to attend, Marie was present through one of the key presentations at the meeting.

Agnieszka and Rafał Rudko
found love at the A1 project.



Expressway of love

The public private partnership A1 expressway in Poland is a of impressive numbers. It has also been a highway to the altar.

Text **Alf Lindström** Photo **Tomasz Wegner**

Right now, about 25 married couples are working on the A1. Eight couples met for the first time here, and 10 couples decided to get married while on the project. Some couples – 11 to be exact – were already married when they joined from other Skanska projects.

Recruiting a husband

For **Joanna and Michał Fendrych**, everything began during recruitment. It was at the beginning of the project, when the human resources (HR) team organized recruitment meetings. Hundreds of people wanted to join Skanska and become part of the biggest road and bridge project in Poland and one of the biggest in Europe.

Recruitment started in 2005. Joanna and Michał's paths crossed in 2007. It was one of those searches that required time and persistence to find the right person for a vacancy, recalls Joanna.

"Michał met our managers' expectations perfectly and he was enrolled after our first meeting. I remember my boss Małgorzata Wosik said, "I was looking at you during the interview and thought you both would make a great couple in a wedding photo."

"It was a funny joke at the time, but now, after four years, we're a married couple, and soon there will be three of us in our family."

Joanna and the rest of the HR team are now involved in the process of absorption, that is, incorporating A1 people into Skanska's branches in Poland, as the project approaches completion. "We are trying to separate our private lives from the professional ones, although sometimes it's not easy. The fact that

The A1 is the biggest road and bridge project currently being realized by Skanska in Poland. The second phase is about 60 kilometers (37 miles), and phase one, already completed, is 90 kilometers (56 miles).

The project includes the longest bridge over the biggest river in Poland, the Vistula River. About 300,000 cu m (392,385 cu yd) of concrete have already been poured for the bridge facilities of this project. 500 trucks and 500 pieces of heavy equipment are being used.

A total of 4,500 people from all over the world have been involved in the work. Young people make up the majority; the average age is 37 among the 1,100 employees of the Skanska-NDI joint venture.

They represent various sectors and different experiences and have a wide variety of hobbies and interests. The A1 will improve road safety and communications in Poland. For some, it has been their road to the altar, to a lifelong commitment.

we share the same job has taught us to speak a common language and to understand the job of the other person in a better way," Joanna and Michał agree.

Summer romance matures on **A1 Agnieszka and Rafał Rudko** met eight years ago in a charming corner of Poland, Bory Tucholskie, while on vacation with their parents.

"For two years, we only saw each other during holidays. Then we joined A1, and now we've been together for six years," Agnieszka and Rafał say.

After a few years of working together, they decided to get married. In June of this year, they tied the knot. Rafał started his career in Skanska in 2006 in the equipment team, while Agnieszka worked for Skanska part-time. She became a full-time Skanska employee in 2009 and is now responsible for Skandocs, archiving all project documentation as electronic files.

"We support each other and are friends in everyday life. It would be difficult for us now to get used to working in different companies," Agnieszka and Rafał declare.

Once the A1 project has been completed, the Rudkos will move to Warsaw to work at the headquarters of Skanska Poland. This is a result of the absorption process. "This year will be intensive for us. As newlyweds, we are happy that there are so many positive things around us. Moving to another city and building our future in a new place is a good impetus to be active," Agnieszka and Rafał say.

A new tool for opportunities

A new recruitment tool, Skanska Recruit, is now being launched. With Skanska Recruit, you will be able to see all job openings in Skanska in one place. You can also be notified when relevant openings are posted. And, as an external candidate, once you enter your profile, all Business Units will have access to it. This is specifically beneficial for those who may not know how Skanska is organized.

Skanska Recruit first launched in Sweden, Norway, Poland and the UK. Other markets will follow, and by February 2012 all business units will be on board.

Skanska Recruit will replace all existing recruitment systems and jobsites, including jobs. www.skanska.com will remain open until all units are connected to Skanska Recruit. It will be possible to access Skanska Recruit from the external web sites and from OneSkanska.



First Urban Garden

Downtown Atlanta's first Urban Garden has come to life thanks to Skanska's Atlanta office.

The Urban Garden is part of the Atlanta Mission's emergency shelter, job attainment and transitional housing for more than 950 homeless men, women and children.

This spring the Skanska team installed sculptures, wooden benches built from fallen trees, planters and mulch and topsoil in the beds. Seedlings were planted, and the fruits, vegetables and herbs will be harvested through the season and provide fresh produce for the more than 425 homeless and recovering people at Atlanta Mission. Additionally, clients at the mission will be able to work in the garden alongside volunteers.

"Atlanta Mission is a community neighbor to Skanska with a shared vision to build a more productive, efficient and sustainable Atlanta," says Estimator and Urban Garden Project Manager **Jimmy Mitchell**. "Skanska employees already volunteer monthly in the kitchen."



Reporting by the hundred

After 100 quarterly reports for listed stock market companies, Hans Biörck is stepping down as Skanska's CFO.

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

Since 2001, Hans Biörck has taken care of Skanska's finances and delivered 40 quarterly reports – generally with numbers that improved by the year.

He didn't spend those 10 years just adding up the billions of Swedish kronor worth of assets and billions of cash flow. He has actively worked to strengthen the company's finances and been instrumental in the restructuring and consolidation of the company.

Moreover, he has helped enhance transparency, capital efficiency and risk management through a stringent business stream organization and strict procedures and controlling.

In 2001, Skanska had net debt of about SEK 7 billion. The accounts for 2010 show net cash of SEK 10 billion. Consequently, Skanska has the financial muscle to land the world's largest PPP projects and start new commercial property development projects even in times when banks are shaking.

It seems likely that his most challenging moments were when Lehman Brothers collapsed, shaking the global financial system.

"That's right. At that point, we focused solely on protecting the Company. We immediately stopped all our investments and started to collect receivables. Thanks to our quick-footed colleagues in the business units, we managed to collect our money," says Hans.

Biörck is also much appreciated for his clarity and swift way of presenting a complex business such as Skanska's. In a 10-minute presentation, he can make a business with 10,000 projects in different phases, currencies and corners of the world seem crystal clear and easy to understand.

"Hans will be missed for his vast knowledge, friendly manner and professionalism – the best CFO I've ever met," says **Fredrik Skoglund**, Director, European Equity Research, Deutsche Bank.

Hans will remain in the company as Senior Adviser on a part-time basis.

He has been succeeded as Skanska CFO by Peter Wallin, who has 13 years in the Group, the past five as CFO for Skanska Sweden.

The following is a list of the many awards recently garnered by Skanska around the world.

Text **Alf Lindström** Illustration **Anne Holmberg**



The best green company

A survey in the British **Sunday Times** named Skanska the Best Green Company. Skanska is the greenest company in all the categories.

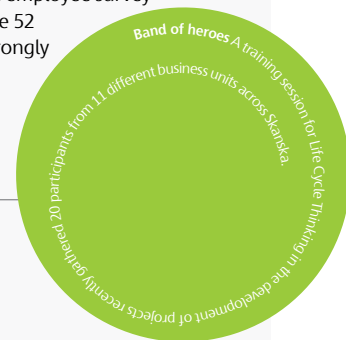
"We are very happy and proud of this award. It is an acknowledgment that we follow our plan to lead in green building, and an acknowledgement of our employees' hard work and commitment," says **Johan Karlström**, Skanska's President and CEO.

"Skanska's achievement in being named our Best Green Company cannot be overstated," says Alastair McCall, editor of the Sunday Times Green List. "It is the first time a large company with a high environmental impact has won the contest. Skanska has consistently demonstrated sector-leading commitment to reducing its environmental impacts and it is synonymous today with being in the vanguard of efforts being made to transform what was once one of our 'dirty' industries." The Sunday Times Best Green Companies Awards were launched four years ago. Last year Skanska was ranked as the best company in the construction sector.

"The company's efforts to embed this green culture within the business are remarkable. Skanska has never finished out of our top five and it is one of only 15 companies to be included in all four of the Green Lists we have published. It is an achievement of which the business should be very proud," says Alastair McCall.

The ranking is based on two different surveys. An employer survey covers among other things environmental management policies, environmental training, energy consumption, waste production and recycling. This accounts for 70 percent of the final ranking.

The second part is an employee survey in which the staff rate 52 statements from "strongly agree" to "strongly disagree."



More awards...



A BIM bang for M25

Skanska's M25 widening project in London has received an award from industry giant Autodesk.

The software developer Autodesk has recognized the project for work undertaken on building information modeling (BIM), a digital representation of physical and functional characteristics of a facility.

The M25 site team took advantage of the Atkins-authored 3D model for clash prevention and improved understanding of the proposed design.

Sustainable procurement

Skanska is the first construction company in the United Kingdom to have all operations accredited by the Chartered Institute of Purchasing and Supply (CIPS) and the first construction company in the United Kingdom to have its processes comply with the sustainable procurement standard BS8903.



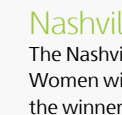
No. 1 in Hungary

Skanska Property Hungary won the Environmentally Conscious Management Special Award in the field of Environmental Protection at the Hungarian CSR Market Place 2011 Exhibition. The forum, organized by KÖVET, The Association for Sustainable Management, was an official event of the Hungarian EU Presidency.



Atlanta's best

The National Association for Business Resources has named Skanska one of "Atlanta's Best and Brightest Companies to Work For." Skanska was selected for practicing innovative strategies and representing best practices in human resources.



Nashville diversity spirit

The Nashville CABLE Organization (Connecting Women with Opportunity) selected Skanska as the winner of the 2011 Business Power of Inclusion Award. This award recognizes a business that best represents a corporate spirit of diversity through hiring practices, programs and community outreach.

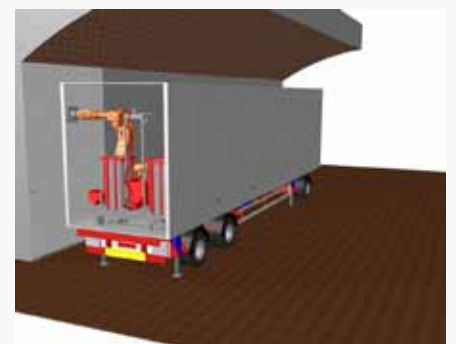
Miles of tiles



Perti Johansson at Skanska Sweden has won the Innovation of the Year 2010 award granted by The Development Fund of the Swedish Construction Industry (SBUF). Perti's "Automated tile mounting" was among 100 projects that participated this year. It consists of a robot mounted on a sliding unit on a trailer which enables the tiling of large areas, such as tunnels.

The motivation of the jury was:

"For an innovative and industrial approach that will result in tunnels with an appealing surface, high quality, low maintenance costs and a long life cycle, while at the same time significantly improving the work environment at the job site."





Then...

A short break while the photographer holds the camera shutter open. The Skanska colleagues from 1899 were busy building a bridge for the railway between Örebro and Krylbo in central Sweden. At this time, bridges in cast concrete were a novelty pioneered by Skanska.

13th century King Magnus III Ladulås of Sweden.



Shine a light on the 13th century

April 12 this year was a special and historic day for Riddarholmskyrkan, the Swedish Royal burial church in central Stockholm. Skanska Stenkonservatorn (Skanska Sweden's stone conservation operation) removed the heavy marble and limestone lid from the grave of 13th century King Magnus III Ladulås of Sweden.

Magnus Ladulås ruled between 1275 and 1290. The 13th century was an era of upheaval in Sweden, when a stronger, more structured central power was formed and Stockholm developed as the capital. Intrigues, military battles and violent deaths worthy of a Shakespearean drama took place.

Skanska Stenkonservatorn was assigned the exhumation task due to the company's unique expertise and knowledge of stone in historic cultural contexts.

"This was a spectacular assignment for us as well. Normally, we work with decorative stone in historic cultural buildings, such as churches. So this was both exciting and somewhat nerve-racking, although we naturally made sure that everything would be fine," says Marie Klingspor Rotstein, head of Skanska Stenkonservatorn.

The reason for this historic exhumation was to shed new light on Swedish history. DNA analysis and sophisticated x-ray technology will help doctors, archaeologists and other experts to examine the remains of the Swedish king and six other people buried in the chamber.

The objective is to confirm kinship between important people in Swedish history and their burial location, as well as to gain a plausible diagnosis of the King's illnesses and information on other living conditions. Magnus III Ladulås died at only 50 years old.