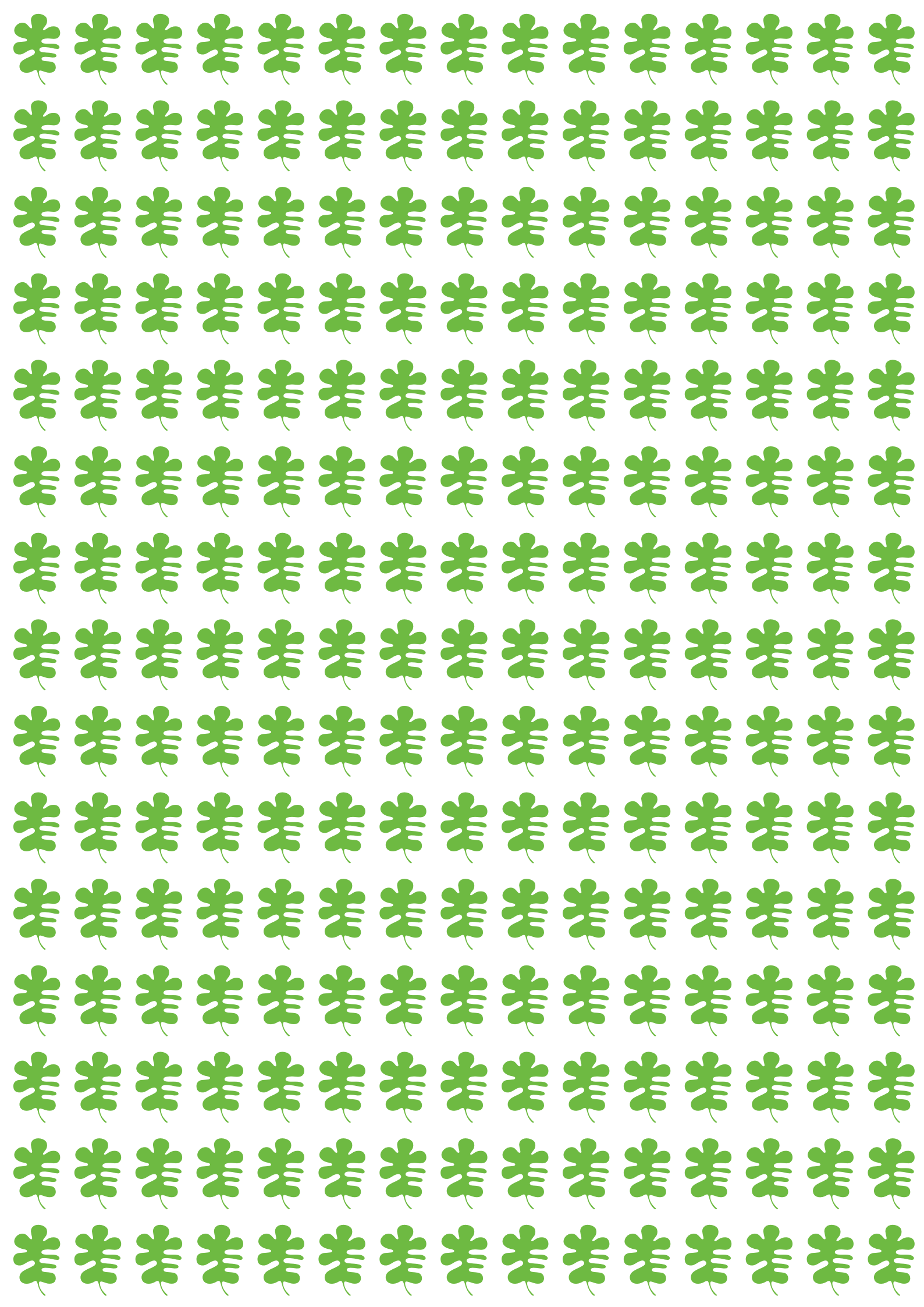


# Corporate Responsibility Report 2009



Apart of  
Skanska's  
Green  
Initiative



Skanska UK is a construction services business with operations in building, civil engineering, utilities and infrastructure services, piling and ground engineering, design, mechanical and electrical, hard and soft FM, PFI/PPP, ceilings and decorative plasterwork, steel decking and Communities, which delivers ModernaHus, Skanska's low energy MMC residential solution.

Our business model is to integrate our core disciplines to deliver project solutions across our chosen market areas. By integrating all disciplines and working together with our clients, our partners and our supply chain, we make a real difference to the way construction is delivered.

Backed by the financial strength of our parent, Skanska AB, we focus totally on our customers in the UK, understanding their needs. We combine this with a "can-do" mindset to get it right first time. By continually improving the service we offer and delivering on safety, environment, quality and performance – our clients see us as the first choice of partner.

Our ability to demonstrate real responsibility to the people, organisations and environments in which we work attracts the next generation of talent who want to make a real difference.

We employ around 5000 staff and undertake over £1.4 billion of work each year. All operating units have certification to the management systems ISO 14001, ISO 9001 and OHSAS 18001 and work strictly in accordance with the Skanska Code of Conduct.

Skanska UK is part of Skanska, one of the world's leading project development and construction groups with expertise in construction, development of commercial and residential projects and public-private partnerships. The Group currently has 55,000 employees in selected home markets in Europe, in the US and Latin America. Headquartered in Stockholm, Sweden and listed on the Stockholm Stock Exchange, Skanska's sales in 2009 totalled £11.9 billion.



Welcome to the Skanska UK Corporate Responsibility Report 2009.

We want people to recognise and appreciate the scope and sweep of what we do, from fixing the smallest pipe to managing a hospital for 25 years, from creating landmark buildings to long lasting roads that help keep the country moving.

Ultimately, we want to leave the world a little better than we found it.

We operate in accordance with our Code of Conduct and Five Zeros – Zero Ethical Breaches, Zero Environmental Incidents, Zero Accidents Zero Loss-making projects and Zero Defects and by living these values we are pushing the boundaries that will be a true differentiator for Skanska here in the UK.

We are focusing on areas of leadership and behaviours because it is our people that make a difference. I hope that you find this report useful in understanding the Skanska Way.

A handwritten signature in blue ink that reads "Mike Putman". The signature is stylized and cursive.

Mike Putman  
Business Unit President,  
Skanska UK

## **Contents**

Governance	4
Developing our people	7
Supporting the communities we work in	9
Involving our supply chain	13
Valuing the environment	16
Health and Safety	26
Economic performance	29
Award success	31



The leadership for Skanska UK sits with the EMT, whose role is to ensure that the direction, strategy and policies are in line with Skanska AB and that overall performance meets planned objectives, taking action as required, to ensure the long term sustainability of Skanska UK. The EMT considers the big picture for our Business Unit, including quantum leaps for the organisation.

A Senior Management Team (SMT) is actively involved in decisions relating to Skanska UK. The SMT manages Skanska UK by developing appropriate strategies and policies, establishing Operating Unit (OU) and Enabling Function (EF) objectives, measuring performance against agreed objectives and ensuring a common approach where appropriate.

The SMT manages internal and external stakeholder engagement, ensuring a consistent 'One Skanska' approach and also monitors market changes so we can adapt accordingly.

The Senior Management Team of Skanska UK includes the Director of Environment and Director for Health and Safety and in addition to this there are Health and Safety and Environmental Leadership Teams of senior professionals who directly advise the CEO and the UK business.



**Zero accidents** – having in place effective Health and Safety management systems that deliver zero harm through identification and mitigation of health and safety risks.

**Zero ethical breaches** – ensuring that products and services are sourced and produced under a set of internationally acceptable environmental, social and ethical guidelines and standards.

**Zero environmental incidents** – having in place appropriate and effective environmental management systems that identify and mitigate risk. Ensuring non-polluting/non-toxic materials and substances and secondary materials are used

wherever reasonably practicable. Minimising embodied impacts by maximising resource and energy efficiency in the manufacturing and supply process. Reducing impacts over time.

**Zero losses** – always being able to demonstrate value for money, collaborative working to correctly allocate risks, maximising the use of materials with recycled content, minimising packaging and designing products that can either be reused or recycled.

**Zero defects** – having in place effective Quality management systems that identify customer requirements, efficient and effective delivery processes and minimise waste.

# 1.3.5

Building a stronger business



## Building a stronger business

In autumn 2008 Skanska UK embarked upon the formation of a new Executive and Senior Management Team whose challenge was to stabilise Skanska UK and establish an agenda for change to drive improvement in all areas leading to the creation of a profitable and sustainable business.

The resultant change agenda – called “1.3.5 Building a stronger business” – has been designed to embrace a ‘One Skanska’ approach, through teamwork and living our values.

“1.3.5. Building a stronger business” is not a quick fix but a sustained drive over time to break down internal silos and achieve real excellence across the whole of Skanska UK.

Phase 1 of the programme is built around 5 key themes:

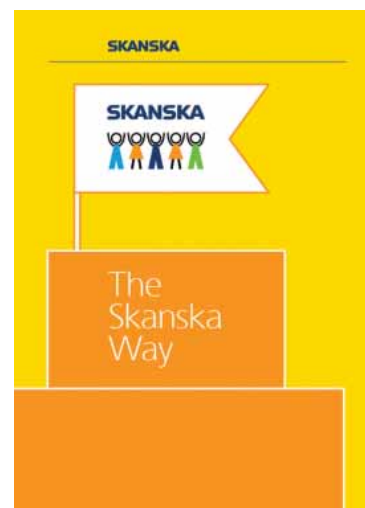
- Brand and communications
- People and organisation
- Project Management
- Business Focus
- Technology and Innovation

The programme is sponsored by members of the Executive Management Team and phase 1 projects are already in progress to deliver benefits in 2010.

As part of this program and in support of Skanska’s global drive to ensure the highest standards of business practice, in May 2009 Skanska UK established an Ethics Committee to provide guidance on ethical issues and to commission the investigation of any alleged ethical breaches.

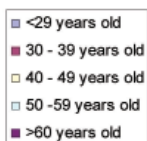
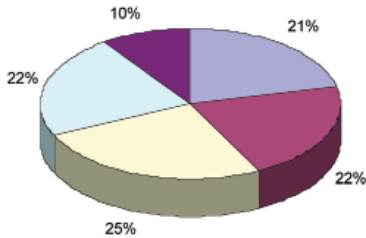
Refresher training on the Code of Conduct was delivered to all employees, with practical real life examples, and a dedicated intranet site is updated regularly with responses to queries raised by individuals. The company has a confidential Code of Conduct hotline.

We are in the final design stage of “The Skanska Way” guide for employees, which brings to life our culture and behaviours with real examples from our business, to help us succeed and enjoy what we do.





The age distribution of our workforce at end of 2009 is shown below.



## Developing our people

At the heart of Skanska are its people. What we do and say, how we act and what people think of us, is the essence of how all our stakeholders view Skanska.

Our business is not essentially about smart marketing, design or public relations, it is about our people and what everybody in Skanska does individually and collectively.

For us, the most important thing is having the right people in the right place engaged and doing the right thing.

During 2009 the Human Resources function within Skanska UK was set up as a new in-house team made up of representatives across the business, as part of an ongoing programme to harmonise HR policies and processes across the company to better support our people.

Skanska UK is a company with a diverse workforce, and a strong focus on professional development and on supporting and mentoring our younger employees. Currently, 17.5 % of our workforce are female, an increase of 1.5 % over the past year.

We have low staff turnover within the company with voluntary leavers' turnover for monthly paid staff for 2009 standing at 4.1%.

We provide Occupational Health services for our staff, with regular health monitoring available, and a 24 hour confidential Employee Assistance counselling and advice service for employees and their immediate families. Staff benefits include health cover, disability cover and a pension scheme to which the company contributes.

## Learning centre

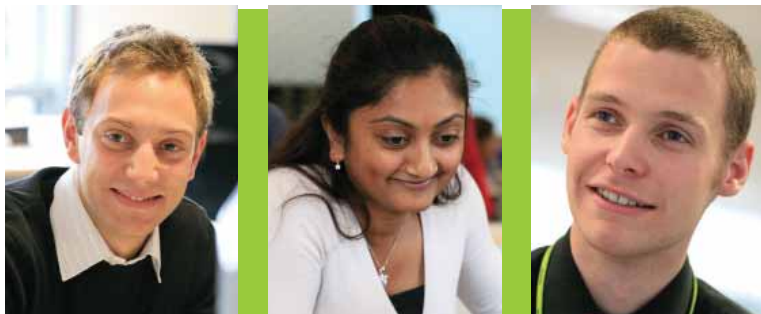
Skanska UK has a Learning Centre at our head office with educational resources, professional journals and courses available to all staff. We offer a range of on-line learning tools and supply learning resources by post for staff who are not based at head office.

Recent usage figures for the learning centre are shown below.

	2008	2009
Book loans	2583	2775
On-line learning		
Users	2645	1421
Courses	4133	2380
Lessons	7846	5893
Certificates	182	92
Technical Index hits	19948	23486

There are currently 58 people at University receiving some support from Skanska UK which include summer placements and/or support whilst studying. The courses they are studying are a mix of Civil Engineering, Construction Management and Quantity Surveying. For 2010, we are intending to recruit between 10 and 20 of these young people.

Several Operating Units of Skanska UK are accredited under Investors in People and in 2009 we were voted the 7<sup>th</sup> most popular graduate recruiter in Construction and Civil Engineering in the UK and were a finalist for the Target jobs National Graduate Recruitment Award 2009.



## Skanska UK Professional Network

The Skanska Professional Network was set up as a forum for people who are in the early stages of their career, to help them learn more about Skanska and exchange ideas and experience with their peers. The group is championed by Bill Hocking, Executive Vice President of Skanska UK. The group holds a networking event every couple of months, and last year members undertook the Three Peaks Challenge as a team building event, successfully raising over £8000 for the charity VSO.

## Supporting the communities we work in



As part of our commitment to support the communities we work in, Skanska UK are associate members of the Considerate Constructors Scheme and projects are registered to operate under it. The Scheme is an independently audited scheme for the construction industry.

There were fifty seven Skanska UK project visits with the scheme in 2009, and of these seventeen received an award under the scheme. Only sites with an audit score higher than 87.5% are eligible for awards under the scheme, and only ten percent of

sites audited achieve this level.

Skanska UK is very proud to have such a high percentage of high performing sites.

Skanska UK has a help line for any public enquiries, and projects also have a dedicated Public Liaison Officer, or nominee, for any queries. All sites provide contact phone numbers for the public.

Where possible we offer site visits to local schools and interested groups.

### **Charitable donations and volunteering**

During 2009, Skanska UK provided £30,000 to charities from funds raised by staff within the business. In addition to this, we provide an incentive to staff to fill out Safety and Environmental Near Miss reports by donating £1 to the charity MENCAP for every report received – during 2009 these donations totalled £25,000.

Some of the volunteering projects undertaken during 2009 included:

- helping pupils in the London Borough of Newham with homework for a couple of hours every week
- entering the Water Aid charity regatta, supported by our client Anglian Water
- helping with a community garden project at Lea Bank Square in central London
- providing crowd barriers and other set-up for Children in Need fundraising event in Weymouth

In addition to this the management team played their part by spending a day and donating materials to provide shelter and seating for visitors to the Maple Lodge Nature Reserve near our Rickmansworth head office.



**Case study:** Our Docklands Light Railway Package 6 project received an award from the Newham Education Business Partnership in 2009 in recognition for the outstanding support given to the young people of Newham. As part of its commitment to the programme, we provide students with ‘boss day’ and work experience.



**Case study:** To promote Environment Week volunteers from Skanska UK spent a day revitalising the gardens of the Elgin Day Care Centre in London, which offers support for the elderly and disabled. The centre grounds had had become very overgrown and were in desperate need of attention and residents didn’t use the space anymore. The centre struggles for funding and Skanska UK considered it a worth cause for support, especially as the project would encourage residents to enjoy urban outdoor space.

The project involved clearing grounds of overgrown plants, ivy and litter; planting new plants; laying bark to help improve soil; clearing weeds from paving, painting bordered, benches, handrails and gates; installing new trellising to stop litter being thrown into garden; and clearing drains and gullies.



**Case study:** Moderna Hus is an example of Nordic influenced low energy, quality affordable homes being introduced by Skanska to the UK. The ModernaHus uses prefabrication construction, incorporating off-site manufactured concrete panels which are assembled on site. Finishing work is completed to a high quality in safe factory conditions, and complete modules of the house are installed on site. For example, a bathroom is delivered to site as a single room with tiles, taps and even mirrors already in place – the room is craned into position as a unit and then services are connected.

The 108 unit at Coldharbour Lane, Brixton development will consist of two separate buildings built to meet the Code for Sustainable Homes level 4. Apartments will be 44% more energy efficient than standard homes. A well insulated building envelope combined with low emission gas boilers, under-floor heating and energy efficient lights and equipment will save tenants money on heating bills and reduce carbon emissions during operation. Solar photovoltaic panels (solar PV) mounted on the roof will generate 20% of the building energy from renewable sources. Water efficient fittings reduce consumption to less than 105 litres per person per day, which is half the national average usage. A green roof and sustainable urban drainage system are built into the scheme. The unit incorporates lots of internal storage, parking bays for disabled use, cycle storage for every apartment, landscaped gardens available for use by all residents and provision for allotments. Most apartments have a private terrace or a large balcony.



*Armando Di-Finizio, Principal of Bristol Brunel Academy, said about the new school: "The impact was amazing. The students have seen the school almost as a gift to them and as proof that someone is paying attention to them and to the community. As a result they treat the place with real respect, there's no vandalism and their own self-esteem and aspirations have been raised."*

**Case study:** Skanska UK's Bristol Brunel Academy has seen an amazing improvement in its GCSE pass mark since Gordon Brown opened it in 2007. The pass mark has risen from 23% in 2006 to 64% in 2009. Percentage of students with 5 GCSE grades A\* to C and equivalent at the end of Key Stage 4

2006	2007	2008	2009
23	29	62	64

A survey of the views of students at the school confirms the improved attitude. Students who felt proud of their school increased from 43% to 77% and those who enjoyed going to school increased from 50% to 61%.



**Case study: Walsall Hospital**  
 In April 2009 the Project received an Employer Award from Walsall Education Business Partnership to recognise our ‘outstanding support to education business links over a sustained period’. A major contribution towards the award was recognition of our active involvement in the local education community in Walsall. Skanska UK led initiatives have included, Getting Ready for Work programme, Airport Challenge, Taste of Construction days, Let’s Do Science, student site visits, providing extra curricula

activities, work placements and design challenges.

In February 2009 we ran a Gateway Scheme to encourage the ‘long term’ unemployed and people with ‘personal’ difficulties into the construction industry. 15 applicants took part in 7 days of training and familiarisation with the construction industry, 12 of whom were placed with a Trade Contractor for a 2 week work trial. Several applicants have since secured employment either with Skanska UK or with our supply chain.

*“Can I on behalf of both groups thank the Skanska and the Supply Chain staff for what was a very good morning. The St Francis group made a number of positive comments on the session and as you know we would like to bring along another group to site in 2010. With regard to the Frank F Harrison group, there were also a number of positive comments from the youngsters as we travelled from site in the mini-bus. They particularly mentioned the PPE discipline, signage and how useful it was to have a chat with the managers from the Trade Contractors.”*

*Ron Betts, Deputy Manager, Walsall Education and Business Partnership speaking about the ‘Getting Ready for Work’ Programme.*

## Looking forward

Our sponsorship strategy as a business for 2010 is to support two main charities that have a connection with the construction industry. The first is the Lighthouse Club, supporting families of construction workers involved in a construction related accident. The second is CRASH, a Construction & Property Industry Charity for the Homeless, helping homelessness charities to improve their premises and facilities and the accommodation provided for homeless people.

We believe it is important as a company and to our employees that we support as a priority those within our own industry, hence our decision to support the aforementioned charities.

We will continue to donate one pound to the charity MENCAP for every safety or environmental Near Miss reporting card used on our sites.

## Involving our supply chain

Skanska will only do business with responsible suppliers and subcontractors who understand the nature of the products, materials and services they are supplying, and who recognise their responsibility to protect the environment and foster good relations with their employees and local communities.

Skanska UK works in partnership with Action Sustainability in providing training for designers, procurement, environmental and health and safety staff. This to develop a culture of environmental and social excellence within our procurement processes.

During 2009 Skanska UK joined the Achilles' Building Confidence supplier accreditation scheme as a main panel member to help us ensure our supply chain are meeting basic H&S, Operational requirements & continuously improving in these areas. Prior to joining this scheme, we carried out our own supply chain audits. Joining the scheme is intended to streamline the pre-qualification process for our supply chain and to drive continual improvement. The scheme includes an audit of our suppliers Health and Safety, quality and environmental management systems and performance. We are consulting with the supply chain on their views about the system and working with them to overcome any barriers to joining.

*“Given the current economic downturn it is difficult for construction companies to uphold their values and differentiate themselves on sustainability. Skanska is one such example. They have clearly identified their sustainability goals, prioritised their supply chain and have set out an ambitious plan to deliver sustainable solutions through their value chain. They have also been pro-active in engaging their clients around this agenda and challenging their assumptions and objectives. In common with most companies, the path to sustainability is a long and constantly changing journey. I look forward to seeing Skanska continuing to pioneer change in the construction industry.”*

Shaun McCarthy  
Director, Action Sustainability CIC Ltd  
and Chair of the Commission for  
a Sustainable London 2012.

**Case study:** Working with the supply chain through Earthshine Solutions, Skanska UK is currently sponsoring a project called In Search of Sustainable Business. The aim of the project is to promote and accelerate a move to a sustainable low-carbon world through sharing and publicising the possibilities and the business case for change. Other sponsors include Lloyds Banking Group, Aviva and Kingspan. Partnerships have been built with WWF-UK, Tomorrow's Company, and the European Supply Chain Institute who are providing guidance and expertise to ensure that real, tangible, and practical support is available for businesses to start and accelerate the change to a more sustainable business proposition. The project brings together a wealth of existing good guidance, information and toolkits to generate new material which can be used in day-to-day business operations. The key to success will be a focus on the commercial benefits gained through more sustainable business practices. To help in this task, Earthshine Solutions have interviewed a diverse range of companies to understand the business case for change and the lessons learnt by those who have already started the sustainability journey. This is a not for profit project with all the knowledge gained being made freely available to businesses to encourage wider take up of sustainable business practices.



### **Case study:** Walsall Hospital

The Project supports the local businesses community. Members of our team volunteer their time on the management committees of the Black Country Constructing Excellence Club (BCCEC) and Working Well Together (WWT). Both organisations organise Best Practice and Information Sharing events aimed local companies involved in the construction industry and its supply chain.

*“What support did we get from Skanska? The use of the Skanska facility, the openness and honesty applied by yourself to sometimes difficult to understand situations. The willingness to help in giving extra tuition during the course and support offered after we have completed the course. Not to mention the coffee and biscuits.”*

Andy Laing from Hiltons talks about the Environmental Management Programme provided by Skanska at Walsall.

## Sustainable procurement

Sustainable procurement is the value for money sourcing of products and services taking into account environmental, social and ethical aspects over the whole product or service lifecycle. Skanska see this as essential and efficient business practice, which is integral to the way we work. It helps us to make properly informed and balanced decisions when procuring the products and services needed for our projects – it's about using purchasing power to promote productive use of resources and materials.

During 2009 Skanska UK developed a Sustainable Procurement document and worked with our supply chain to explain these requirements. This document sets out the Skanska approach to sustainable procurement and acts as guidance for internal buyers and specifiers and for current and prospective suppliers and subcontractors.



The key responsibility of all Skanska Group companies is to develop and maintain an economically sound and prosperous business. Skanska assumes its responsibilities towards the communities and environments in which we operate, towards our employees, business partners and society in general.

Therefore we have defined some key foundations for our performance:

- We are committed to do business with a high degree of integrity and ethics.
- We comply with legal requirements that apply in the countries where we do business.
- We respect the United Nations Universal Declaration of Human Rights and recognise our responsibility to observe those rights that apply to our performance toward our employees and the communities in which we operate. This commitment includes activities that relate to the rights and entitlements of Indigenous Peoples.
- We are open-minded in dialogue with those who are affected by our operations. We respond to inquiries from external parties and communicate with affected parties in a timely and effective manner.

We endeavour to ensure that in our projects, our suppliers, subcontractors, agents, joint ventures and other partners abide by the principles set out in our Code of Conduct.

The application of this sustainable procurement policy helps us deliver the Skanska goal of Five Zeros within the supply chain.

Skanska requires its suppliers and subcontractors to manage the environmental and social impacts of their business operations. Suppliers and subcontractors should, where appropriate, amend their business practices to ensure that they meet with the requirements of this document and our Code of Conduct. We will support our supply chain in working towards compliance.

Skanska UK has a policy to only use FSC or PEFC certified timber in our operations. We are working towards only using quarry products that meet the requirements of the BRE BES 6001 framework standard for Responsible Sourcing of Construction Products, or a similar standard, and now require a clear chain of custody from source to point of use for quarried products.

We have an ongoing programme in place to reduce the use of harmful chemicals and materials on our sites, and this goes beyond the requirements of current legislation.



**Case study:** Skanska UK undertook the Mayor of London Green Procurement Code progress review in July 2009 that measured our success in carrying out the Procurement Procedures we have put in place. We were awarded silver status in recognition of this success. In addition to measuring the systems that have been put in place to implement green procurement, green purchases are measured across a range of product types, targets are set and progress against these targets is taken into account. To get the Silver Level Award Skanska UK had to undergo a very challenging audit and it involved a joint effort from our Procurement and Environmental teams. This has resulting a greater understanding between these functions

In the wider industry sector, we are a member of the policy committee for the UK Green Building Council, sit on the Constructing Excellence waste and timber groups, UK Contractors Group Environment Forum, have a Commissioner to the London Sustainable Development Commission. Various projects are demonstration projects for WRAP/ NISP/London Remade and we are involved in the draft BS8903 Principles and Framework for Procuring Sustainably consultation.

## Valuing the Environment



To support environmental and sustainability initiatives across Skanska and ensure a clear focus within the company on green issues and Skanska's Green Initiative, Skanska UK created a specific board position of Director for the Environment in April 2009 with the appointment of Jennifer Clark to the position.

*"We are a construction company that can co-ordinate many aspects of the supply chain, the built environment is responsible for around 40% of all energy use and man-made CO<sub>2</sub> emissions, we have the reference projects and the skills – it is now time to seriously commercialise Green and play our part to protect the planet"*

Jennifer Clark,  
Director of Environment  
– Skanska UK.



### Skanska's Green Initiative

Skanska are determined to be the world's leading Green Project Developer and Contractor. In November 2009 a global Green Business Unit was launched by Skanska's Chief Executive Johan Karlstrom and he has taken the additional step of personally leading the steering group alongside fellow members of the Senior Executive Team. This top level sponsorship sends a clear message to Skanska's stakeholders that Green is good for the planet – and for business. The Green Business team made up of permanent members from Business Units in Sweden, UK, USA, Norway and Finland have been tasked with developing a new business model and the first pilot projects are expected to be launched during 2010. This is a new market sector in which Skanska are determined to act now and to lead in a moving market.

An online Green Toolbox supports our green vision. This is a tool for sharing knowledge about sustainable construction. The toolbox contains a set of engineering green solutions that have been tried and proven within the company and is used as a resource for sharing best practice for sustainable construction. A training package about green construction is included as part of the Green Toolbox, and we publish Sustainability Case Studies on our external website at <http://www.skanska.com/en/About-Skanska/Sustainability>

Skanska are communicating our green vision through the business using a range of tools, and have developed a Deep Green colour palette to illustrate the journey.

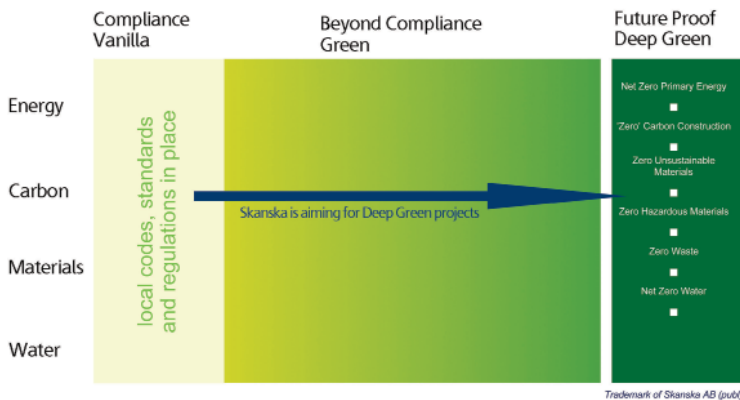
**Vanilla:** Projects that merely comply with national practices, codes and standards.

**Green:** Projects that surpass compliance but not so much that we construct and how we construct can be regarded as near zero impact.

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

Our destination is Deep Green – Deep Green buildings and Deep

## Deep Green™ Model



*Skanska staff at a recent workshop identify where their business is on the 'Journey to Deep Green' and what changes can be made.*

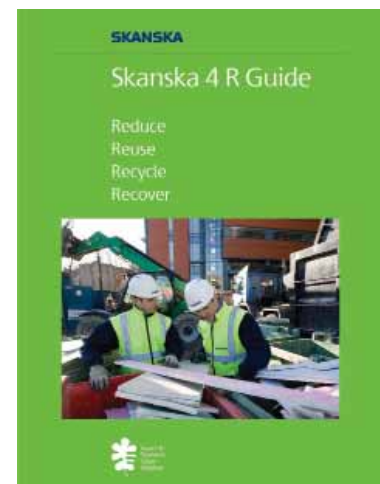
Green Infrastructure that are future proofed. Our definition of Deep Green is zero environmental impact as zero environmental incidents, waste to landfill, unsustainable materials, net primary energy, net CO<sub>2</sub> emissions, portable water, and hazardous materials.

Involvement of our clients, partnerships with our suppliers and use of eco-design tools are key aspects of the Journey to Deep Green.

Skanska UK have signed up to the WRAP Construction Halving Waste



to Landfill Commitment:  
 'We commit to playing our part in halving the amount of construction, demolition and excavation waste going to landfill by 2012. We will work to adopt and implement standards for good practice in reducing waste, recycling more, and increasing the use of recycled and recovered materials.'



Skanska UK is rigorous in waste minimisation and management, and has an on line Waste Management System for recording all waste leaving from our projects and is aligned to the requirements of the Site Waste Management Plan Regulations. During 2009 Skanska UK sent 18% of waste to landfill and our target is to reduce this to less than 10% by the end of 2010.

Our Waste Management System database, which has won the Most Effective Use of IT in Construction Award is currently being upgraded during 2009 to include a Site Waste Management Plan entry and forecasting function.



### Skanska UK Environment Week

Skanska UK held the fourth annual Skanska Environment Week in 2009, with a number of presentations and activities at each of the sites for both our own staff and that of our supply chain, and an on line competition about environmental matters for all employees. Since the first Environment Week, we have provided a Carbon Calculator, always available on the company intranet, for employees to look at their carbon footprint and ways to reduce it.



*“There is nothing more important than ensuring that the people we are responsible for go home safely to their families each evening and the National Grid and Skanska team working in NLGA have demonstrated a real passion for health and safety the output of which is an injury frequency rate of 0.04 which is the best of all National Grids Alliances. Similarly the team take very seriously our responsibility to reduce the impact we have on the environment which has been recognised by a number of external audits.”*

*Nick Sides, Alliance Manager, London Gas Alliance.*

**Case study:** The North London Gas Alliance (NLGA) project to replace gas mains minimises trench depths and uses directional drilling to reduce the amount of excavation needed. The NLGA project has pioneered several ‘green solutions’ that are intended to minimise environmental impact whilst reducing project costs, including vacuum excavation to reduce the volume of excavation and protect tree roots and cables, surface water filtration, and the recycling of excavated material. Other environmental initiatives include efforts to reduce vehicle emissions and recycle old iron mains and polyethylene pipe off-cuts. The project aims to employ local labour and has set up a training college for employees, and is part of the National Grid Young Offenders Programme to help young offenders gain qualifications and employment. The project has won recognition from the Chartered Institute of Purchasing and Supply, Chartered Institute of Waste Management and the Royal Society for the Prevention of Accidents.



*“As Chief Executive Officer of Capital Hospitals working with Skanska on the Barts and The London new hospitals project, the UK’s largest hospital redevelopment programme, I have seen an outstanding commitment from Skanska with their approach to sustainability. The use of returnable transit packaging, robust plastic crates that are returned to suppliers to be re-filled has prevented packaging arriving on site, reduced waste and saved time and money for both Skanska and the supply chain. Also with their own 3D modelling system, attention in cutting to size, minimising off-cuts and the careful handling and storage of materials shows that Skanska truly live up to their claim to be a ‘green’ company.”*

*Jane Sansome, Chief Executive,  
Capital Hospitals Limited*

## **Environmental management**

Skanska has held ISO14001 certification for its UK operations since 2000, and has a number of projects within the UK registered under the CEEQUAL, BREEAM or EU Green Building assessment schemes for sustainable construction in Civil Engineering and building construction.

All Skanska UK projects have an allocated Environmental Manager and are required to report on their energy use, water use, waste management. Skanska UK employs over forty full time environmental professionals to support the delivery of our projects. All sites report on environmental measures each month and regular internal and external audits are carried out.

We keep our employees informed about environmental matters through our company induction, roadshows, quarterly briefings and with regular updates on our intranet, workplace noticeboards and regular toolbox talks. Employees can raise environmental issues through our Near Miss reporting system, suggestion boxes in the workplace, or through contacting our environmental site representatives.

Skanska UK are member of several industry wide Environmental forums including the UK Green Building Council, the ICE Environment and Sustainability panel, Constructing Excellence, Forum for the Future and the UK Contractors Group. We are also associate members of the Considerate Constructors Scheme and Forum for the Future and are working with several of our clients to reduce carbon emissions including Anglian Water, the Highways Agency, the Construction Emissions Community of Practice and the Highway Term Maintenance Association through their carbon footprinting working groups.

## Environmental performance

In addition to our aim of Zero Environmental Incidents leading to prosecution, that we maintained in 2009, we have developed an Environmental Strategy to 2010 with four Priority Areas that can create real value for Skanska:

- Competency – to build a greater level of competency in the line and environmental managers in order to deliver
- Energy & Climate – energy in particular is a central plank of our Green Construction Initiative (GCI)
- Materials – a strategic approach to resources will reduce waste and thus cost. It will support the GCI by building expertise in the selection of materials that over their lifetime present the most sustainable results for clients and avoidance of materials hazardous to our workforce and the public at large
- Flora, fauna and ecosystems – by ensuring that we do not purchase or specify materials that have unacceptable impact on flora and fauna we reinforce our GCI credentials.

The Environment Strategy is divided into Priorities, High Level Actions, Strategic Objectives, KPIs and Targets a summary of Skanska UK's performance against our targets at the end of 2009 is shown below.

Priority Area	Strategic Objective	KPI	2009 UK Performance
Competency, Training & Awareness	Employees who can impact our Environmental performance are trained	% of employees trained	< 70%
	Sub-contractor companies committed to Skanska Environmental Policy	% of tier-1 sub-contractors signed-up to Skanska Environmental Policy	90%
Energy & Climate, Mitigation	Reduce energy use and associated CO <sub>2</sub> emissions – management activities and production	% of company cars in Class 1 and 2 of Green Car Policy (emitting less than 130g/km CO <sub>2</sub> )	<45%
		% of Skanska construction equipment in Top-10 categories operating to Skanska Best Practice Guidelines (BPG)	>90%
		% of occupied offices with Energy Efficiency Programmes	100%
Energy & Climate, Adaptation	Energy efficiency and CO <sub>2</sub> – efficient products and services – Green Construction Initiative	Number of eco-design professionals available	39
Materials, Resource Efficiency	Zero waste generation	% of Skanska occupied offices with pro-active waste reduction plans	>90%
	– Offices	% project waste going to landfill	>15% but <30%
	– Projects	% demolition waste going to landfill	<10%
Materials, Intelligent Selection	Specify and influence the selection of a prioritized list of materials, equipment and systems to avoid harm to human health or the environment	% of Business Units that have evaluation methods in place for prioritised materials, equipment and systems	<70%
		% of prioritised materials, equipment and systems that meets Business Unit evaluation criteria <sup>1</sup>	<70%
Flora, fauna and ecosystems, Chain-of-custody	Prioritized materials affecting flora, fauna and ecosystems that we specify or directly influence can show a clear chain-of-custody <sup>2</sup>	% prioritised materials affecting flora, fauna and ecosystems, that we specify or directly influence which can show a clear chain-of-custody	Timber > 70% but <99%
			Stone <70%

<sup>1</sup> Use Skanska Sweden "2006 Phase out list" as the starting point for chemicals

<sup>2</sup> Starting with timber and quarry products

## Bureau Veritas Independent verification Statement

### Introduction

Bureau Veritas has provided external assurance to the stakeholders of Skanska UK over the achievement of Skanska UK's 2009 performance against its strategic environmental key performance indicators (KPI). The KPIs were set by Skanska AB (Parent Company) and cover four key material issues for Skanska UK namely, Competency, Energy and Climate, Materials and Flora, Fauna & Ecosystems.

Bureau Veritas' obligation in verifying the achievement of the strategic environmental KPIs is to Skanska UK stakeholders. Bureau Veritas recognises the need for a robust, transparent assurance process to ensure credibility and to act as a tool to drive Skanska UK's performance. The scope, methodology, limitations and exclusions of our work are detailed below.

### Scope of Assurance

The scope of work is to provide reasonable assurance over Skanska UK's stated 2009 performance against its 13 strategic environmental KPIs for the period 1 January 2009 to 31 December 2009 (unless otherwise stated).

### Methodology

To conduct the assurance process Bureau Veritas undertook the following:

- Interviews with the four key personnel with responsibility for delivery of the strategic environmental KPIs at Skanska UK's head office in Maple Cross;
- Review of supporting evidence provided by Skanska UK, such as the waste management system and training records;
- Review of Skanska UK's processes for collation of information and performance data from its nine operating units;
- Verification of a sample of performance data through document review, interrogation of spreadsheets and sampling back to source; and,
- Performance was assessed in line with Skanska AB's environmental reporting guidance definitions for KPI achievement, unless otherwise stated in the statement (i.e. where Skanska

UK has applied an approved alternative definition).

This enabled Bureau Veritas to determine the level of achievement in 2009 for each of the 13 environmental KPIs.

### Limitations and exclusions

Excluded from the scope of our work is information and data relating to activities outside the defined reporting period and scope. The scope of the KPIs excluded overseas activities and is limited to Skanska UK and its operating units only.

This assurance process provides a reasonable, rather than absolute, assurance of performance against the KPIs.

### Bureau Veritas' Opinion

It is our opinion that the stated levels of achievement for the 13 KPIs, are a fair reflection of Skanska UK's performance in these areas.

Note:

The Skanska AB Environmental Reporting Guidance and Scoring Criteria were applied to each of the KPIs. This scoring mechanism categorises the achievement as either red, amber or green. It should be noted that the percentage achievement to each level (i.e. red, amber, green) is different for each KPI.

### Recommendations

A full and detailed management report has been provided to Skanska UK which includes recommendations for each KPI. The general recommendations below are intended to improve the value of the KPI process.

1. KPIs should deliver improvements in performance. Therefore, Skanska UK should review the applicability and wording of all KPIs, to ensure that they are firstly applicable, but also specific, measurable, achievable, realistic and time-based (SMART). This will ensure that the KPIs are used to drive performance improvement. Should it become apparent that KPIs and/or their guidance are not applicable or require amendment then discussions should be held with Skanska AB.
2. Review the Skanska AB guidance for suitability and clearly document any



departure from the guidance, including justification.

3. The KPIs are a good initial starting point and have defined clear baselines for many areas. However, there is a need to move onto the next stage, to seek and demonstrate improvements in performance. For example, now that all permanent offices have an energy management plan in place, each office should set challenging energy reduction targets.
4. The KPIs should be integrated into the IMS to ensure that they monitored throughout the year. They should also be audited quarterly within each operating unit to ensure that delivery is ongoing throughout the year and that shortfalls are identified early and remediated.

**Statement of Bureau Veritas' independence, impartiality and competence**

Bureau Veritas is an independent professional services company that specialises in quality, health, safety, social and environmental management advice and compliance with over 180 years history in providing independent assurance services and an annual turnover in 2009 of Euros 2.65 billion.

Bureau Veritas has implemented a Code of Ethics across its business which ensures that all staff maintain its high standards in their day to day business activities.

Bureau Veritas Solutions  
London, March 2010.

**Carbon reduction**

Our objective is to champion the efficient use of energy, and to reduce emissions of gasses associated with Climate Change. As a last resort we will offset our own direct emissions using reputable means and where practicable we will favour renewable energy sources. Our target in support of wider industry initiatives will be to reduce operational CO<sub>2</sub> emissions by 15% reduction by 2012 and we are implementing a range of measures to achieve this.

Worldwide Skanska report carbon emissions through the Carbon Disclosure Project using the Greenhouse Gas Protocol, but in the UK we have been developing our systems to address the upcoming Carbon Reduction Commitment legislation starting in April 2010. We have also continued to develop our project carbon footprinting tools working closely with our clients.

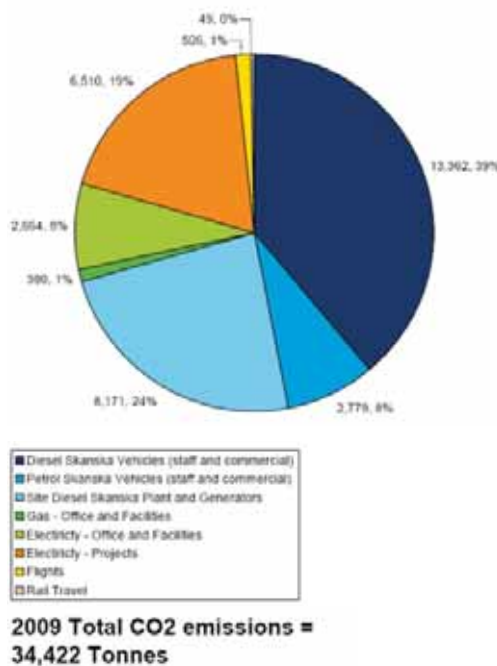
To encourage staff to avoid travelling to meetings unnecessarily, while maintaining good communications, we have video conferencing facilities at 24 locations including many of our site offices.

All our offices now purchase “green” electricity which totals some 5,300 MWh per year, a saving of 2,300 tonnes of CO<sub>2</sub> emissions per year.

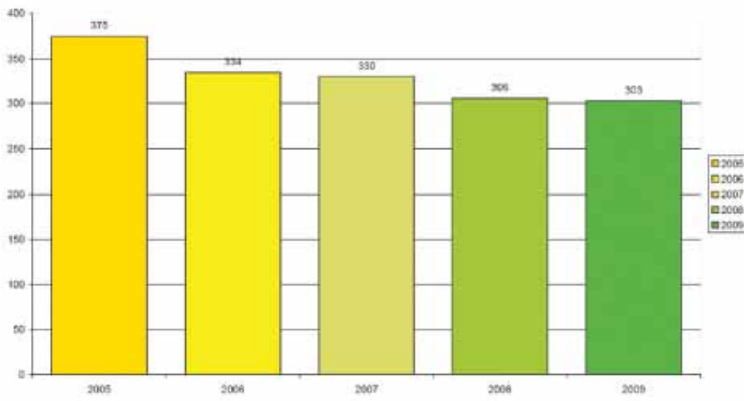
Skanska has published Best Practice guidelines for energy efficiency in offices and have energy efficiency programmes in place at all our offices.

In 2005, the Carbon Trust carried out an energy survey Skanska UK’s Head Office and by implementing the recommendations electricity use has dropped by 19% since then. A further greening plan for the office

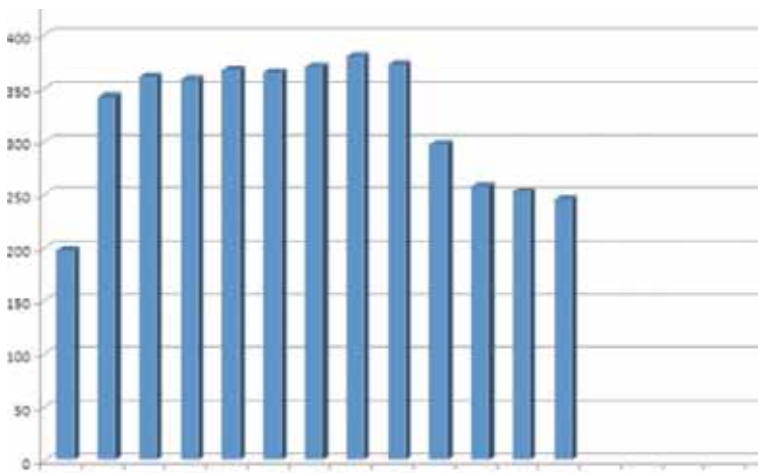
Skanska UK 2009 Carbon Footprint Breakdown (Tonnes CO<sub>2</sub>).



## Maple Cross Energy Consumption (kWh/m<sup>2</sup>)



## Green IT



is now being put forward with a consultant advising us as to how add energy efficiency measures appealing to the landlord by adding to the rental value – a win-win scenario.

## Green IT

In 2009 we began monitoring the amount of computers left on over night and have now begun to actively reduce this number through focused awareness campaigns with our staff. See Green IT chart above.

Skanska has signed up to the Copenhagen Communiqué, along with over 950 of the world's leading Companies, to encourage politicians to reach an agreement at the recent Copenhagen Climate Change Conference. Skanska was the first construction company in the UK to sign the agreement.



Skanska UK have also been working with the UK Climate Impacts Programme over the past year on carbon reduction and adaptation strategies for our projects.



**Case study:** Kings Mill Hospital in Nottinghamshire has been designed as a low energy and water efficient building, and includes a large geothermal lake-source heat pump that is capable of producing 5.4MW of cooling and 5MW of heating for the building. The system is the largest geothermal lake loop in Europe, providing the hospitals entire cooling needs and supporting the gas heating system. A network of heat exchangers submerged in the adjacent Kings Mill Reservoir is connected to 42 heat pumps in the hospital, which regulate the temperature. During the construction phase the site operated a water treatment facility and a recycling station. The completed design includes green roofing on 20% of the building and a SUDS drainage system to reduce water runoff, Green Guide specified building materials and electricity, gas and water monitoring for each hospital department. The project also provided training for workers and a back-to-work scheme for local unemployed people.



*Geothermal loops being installed on the cage going in to the pile at the London Bankside project.*

**Case study:** Our piling business, Cementation Skanska, have installed over 2,500 geothermal energy piles<sup>®</sup>. Geothermal piles use the ground as a renewable heat source, and provide heating and cooling energy at efficiencies far higher than conventional heating or cooling systems. Buildings using energy piles<sup>®</sup> have lower running costs as a consequence. These installations save some 3,700 tonnes of CO<sub>2</sub> annually and include the UK's deepest energy pile<sup>®</sup> at Bankside in London and the UK's first geothermal diaphragm wall at Knightsbridge in London.



*Diagrammatic breakdown of the sources of construction footprint.*

**Case study:** Kingdom St At our 1, Kingdom Street building project in London we calculated, in collaboration with the carbon consultancy dcarbon8, the embodied carbon footprint of the building, including the emissions associated with the manufacture of construction materials and on-site construction operations. The total construction footprint for the building was 24,815 tonnes of carbon dioxide equivalent, with the steel frame and concrete works responsible for 35 percent and 18 percent of the footprint respectively. The embodied carbon in construction materials accounted for 85 percent of the total construction carbon footprint of the building.



*“The @one Alliance developed for Anglian Water the first carbon modeller in the UK water industry. This tool enables project managers and engineers to determine the carbon footprint of their projects helping to make the right investment decisions based on carbon emissions as well as cost. Skanska’s role has been fundamental in achieving this successful result contributing with professionalism and expertise in reviewing the carbon modeller. Skanska revealed profound commitment in helping the @one Alliance to achieve this important target and in tackling climate change challenges.”*

*Davide Stronati  
Corporate Responsibility  
and Sustainability  
Manager  
@one Alliance  
Transport and carbon.*

*“BMW’s commitment to lowering CO<sub>2</sub> emissions fits perfectly with Skanska’s own industry-leading approach and we are therefore working in partnership to help reduce emissions & improve fuel consumption across the fleet”*

*Steve Chater, BMW  
Corporate Operations  
Manager*



## Transport and carbon

Air travel is at times a requirement of our business as an international company, and carbon dioxide emissions from business air travel by our UK based staff are offset by planting trees as part of a new species rich woodland area at Cowdray Park in West Sussex. Since the scheme commenced in 2006 we have planted over 15,000 trees.

### Green Car Policy

Skanska has taken a leading step towards becoming a greener construction company with its Green Car Policy, which is part of our strategic objective to reduce energy use and associated CO<sub>2</sub> emissions. Skanska UK launched this in February 2009 by reviewing the company car list and setting the target that at least 50% of the company car fleet will be under 130 kg CO<sub>2</sub>/km by the end of 2010, which is two years ahead of the expected 2012 EU target for vehicle emissions.

We are progressing well towards this target. At the end of 2009, 25% of our car fleet had emissions less than 130 kg CO<sub>2</sub>/km and we are on course to reach 50% by end of Q3 2010

### 1 in 5 Challenge

Skanska UK have joined the WWF’s One in Five Challenge; to cut 1 in 5 flights within 5 years. Aviation is one of the fastest-growing sources of emissions in the UK, and to accelerate moves towards a low carbon economy WWF are engaging with the private sector to drive environmentally sound business models.

Skanska UK’s flight data for a years travel was independently audited and forms the benchmark data against which reductions are monitored and measured annually.

Alongside the measurements, a campaign is underway to inform and advise staff of the goals of 1 in 5 and of the contents of the action plan to achieve it. This includes revised travel booking with information on carbon figures for different forms of transport, information on alternative forms of travel, IT Tools including video and virtual conferencing, webinars, digital imaging technology.



Graphic: Dylan Roberts, Director for Health and Safety – Skanska UK

## Health and Safety

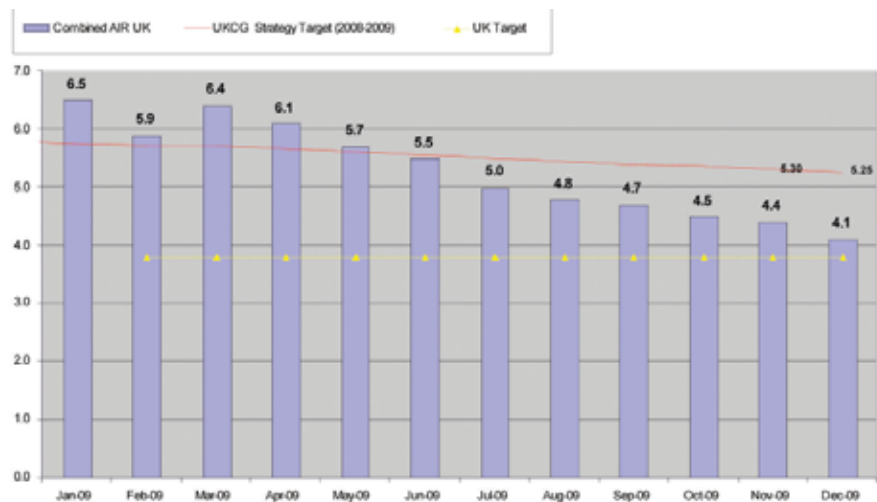
During 2009 we have benchmarked the Health and Safety (H&S) performance of all our operating units and continue to use the benchmarking information to identify and communicate best practice across Skanska. We are delighted to advise that we exceeded our targets in the 4 common H&S KPI's which were applied across the business. These KPI were made up of 3 leading indicators which were employee forums, safety briefings and management tours.

We had set a demanding fourth reactive measure, Lost Time Accident Rate, which we also achieved. During the year we have reorganised the H&S team and appointed a new Director of H&S. Work with and engagement with our Supply chain partners continue to be a focus of our H&S improvement strategy and we held 2 supply chain conferences chaired by our CEO during the year. We have increased our learning from near misses and successfully implemented significant changes in how we do business following incidents and near misses. In conjunction with MENCAP and Enable we continue to encourage the reporting of unsafe acts and near misses.

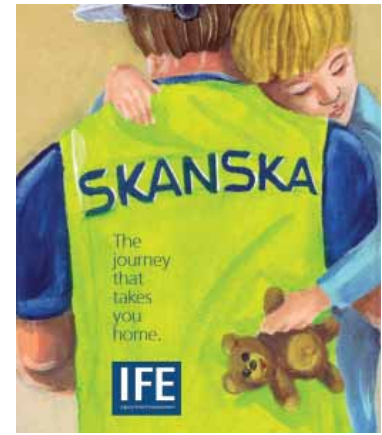
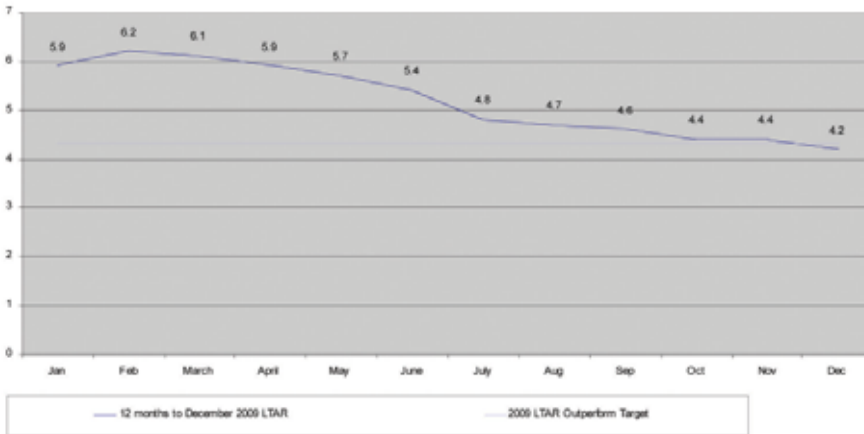
During the year all senior managers including EVP's undertook scheduled site H&S tours. The number of tours undertaken equated to a member of the senior team being on site undertaking a tour on 3 days out of 5 each week throughout the year. The increased visibility of the senior management team on site has had a positive influence on everyone involved.

Skanska UK created a specific board position Health and Safety Director in April 2009.

Skanska UK safety performance is monitored using the Accident Incident Rate and Lost Time Accident Rate and progress against our targets for these two indicators is shown below:



Skanska UK 12 Month Rolling LTAR December 2009



**Looking forward** we will continue to drive our health and safety strategy towards our vision of Zero Accidents and be a leader in health and safety within construction in the UK and worldwide. To support us in achieving our vision of Zero Accidents we are developing the Injury Free Environment IFE programme which is currently running in Skanska US and Cementation Skanska. The programme will commence in January 2010. An Integral Safety Assessment of our entire workforce has been undertaken in January 2010. A two day H&S commitment workshop with the top 60 Managers in Skanska UK was held in March and cascaded throughout the business in April and May.



Supply Chain Staff undertaking MEWP familiarisation and rescue.

### Health and Safety Week

Skanska dedicates one week per annum entirely to Health and Safety activities and during 2009 we had the highest level of involvement at all levels of the organisation. This included demonstrations of rescue from MEWPS, Tower Cranes and emergency evacuation. Poster campaigns and calendar competitions were held to involve families and children of workers. At various sites and at our head office we invited Kwik Fit to provide a free tyre check on private and fleet vehicles. Several people took up an option to have defective and damaged tyres replaced during the visit.

We promoted healthier lifestyles through additional health screening and promotion of healthier lifestyles. These promotions were well received by staff and supply chain partners and are repeated throughout the year.

During H&S week the senior management team undertook H&S tours with supply chain partner MD's. These were extremely successful and further improved the communication and cooperation between Skanska UK's and supply chain partners which has resulted in our H&S performance increasing through out the year.



### Top Performance in Health and Safety

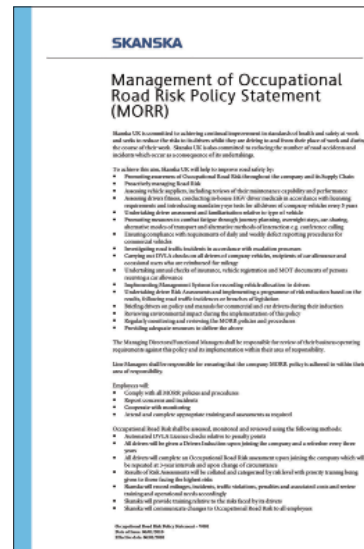
The Skanska UK team at the London Docklands Office were congratulated in February 2009 for achieving three million man-hours of work without a reportable injury, setting a new milestone for safety within Skanska UK. The team are described as a 'highly skilled, well trained and competent work force with clearly set standards that are easily communicated and understood by all' by Dylan Roberts, Director of Health and Safety for Skanska UK.



**Case study:** Walsall Hospital Community Health, Safety and Environmental Poster Competition July 2009. 90 Year 6 pupils from Country Bridge and Bentley Drive Primary Schools in Walsall were invited to the Skanska UK site for a tour and a short lesson. The pupils learnt about careers in the construction industry and they also learnt about the dangers of working on construction sites and the environmental factors that need to be taken into account when engaged on a large build project such as the Walsall Manor Hospital. The young people were challenged to design posters promoting safety and environmental protection messages. The winning entries are displayed in Skanska's "Community Gallery" and are brightening up the bare plasterboard walls in the main entrance corridor of the new hospital.

*"Being able to see how important safety and environmental factors are to Skanska has shown the children that there are construction firms who put the needs of the community first".*

Greg Higgs, Head-teacher,  
Country Bridge Primary School.



### Management of Road Risk MORR

During 2009 we have launched our Management of Road Risk Policy. The application of the policy will place Skanska at the forefront of MORR. We consider that MORR is a vital link in getting staff to think and act safely at all times and not only while at work but on their Journey to and from work.

## Economic performance

Year end	2009 £m	2008 £m	2007 £m
Revenue	1,541.8	1,480.8	1,308.8
Operating Income	38.9	-47.1	24.7
Operating Margin	2.5%	-3.2%	1.9%
Order Bookings	1,685.1	1,100	1,200
Order Backlog	2,149.7	2,100	2,500

Skanska UK revenue for the year ending 31<sup>st</sup> January 2009 was £1,541.8 million shows a slight increase on that in the same period of 2008.

Operating income at £38.9 million equates to an Operating Margin of 2.5%.

Order backlog and Order bookings, which includes Skanska' UKs share of the M25 DBFO widening scheme, are also showing an increase on that reported in 2008.



Mike Putnam, President and CEO, Skanska UK said,

*“I am very pleased with these results. They are in line with our targets and evidence of the work we have undertaken to put our past behind us and get the business back on track. “We have seen the market tightening during the year and have also seen a reduction in the number of opportunities, particularly in our building related operations. Key to our business model is ensuring that we carefully select and target the right projects for Skanska and our shareholders such that we can deliver to the expectations of our clients. “We do expect similar market trading conditions through 2010, However 2010 has started on a brilliant note for us with the announcement earlier this week that we, together with our partners RM, have been selected as Preferred Bidder for the Essex Building Schools for the Future Programme – the result of a lot of hard work and commitment of our staff.”*

## Highlights for 2009 included

- Skanska UK in consortium with Laing achieved financial close on the Surrey Street Lighting PFI scheme. Skanska UK is undertaking engineering works for the project and in the first five years, will use their expertise in infrastructure services and utilities to replace approximately 70,000 life expired light columns and refurbish and upgrade a further 19,000. As well as the £83.7million construction contract, Skanska will also receive £1.5 million per annum for the maintenance and operation of the assets for 25 years.
- Skanska UK was awarded a contract worth £59.2 million by Network Rail to construct the Borough Viaduct as part of its Thameslink Programme. Under the contract, Skanska UK is constructing a 400m railway viaduct across Borough Market in the South East of London. Work also includes demolition of existing buildings to make way for the new rail structure, as well as the temporary relocation of Borough Market to an adjacent area as well as the removal, refurbishment and reconstruction of the existing cast iron market structure.
- Skanska UK was awarded a contract worth £28 million by Southend-on-Sea Borough Council, funded by the Department for Children, Schools and Families, to construct Belfairs High School in Leigh-on-Sea, Essex. Skanska drew upon the in-house skills of its Construction, Mechanical and Electrical installations, Structural Design and Piling expertise to put together a team to deliver the design and construction of the new school, which will cover an area of approximately 11,000 square metres and accommodate around 1300 students from years 7- 13 (11-18 year olds). The project is scheduled for completion in summer 2011 ready for the start of the new school year.
- Skanska UK was awarded a £61 million contract by University College London Hospitals NHS Foundation Trust (UCLH) to construct a world-class cancer centre in London. Based on the site of the former Elizabeth Garrett Anderson and Obstetric Hospital which is now located in the new University College Hospital, the new world class Cancer Centre building with its internal courtyard and atrium, will cover a gross internal floor area in excess of 14,800 square meters and is set for completion in October 2011.
- Skanska UK was awarded a £150 million contract by the Ministry of Defence, for the design and construction of a secure facility at RAF Wyton, Cambridgeshire supporting part of the Defence Intelligence Modernisation Programme. The formal award of this contract followed the announcement in August 2008 that Skanska UK had been appointed Preferred Bidder for the scheme under the Defence Estate's (DE) prime contracting initiative. Construction began in the summer with completion of the main facility in late 2011 and the total completion of the scheme set for autumn 2013.
- Skanska UK was selected by Serco as their Preferred Bidder for the construction of two new prisons at Belmarsh West, London and Maghull, Liverpool. Skanska UK was awarded contracts for the construction of six schools in Bristol, as part of the national Building Schools for the Future (BSF) programme. The contracts amount to a total of around £100 million. The schools are being built for Bristol City Council through the Bristol Local Education Partnership, which was developed in 2005 for a ten-year period to design, construct and refurbish schools in the Bristol area as part of the Government's BSF programme. This latest award followed the successful completion of four new schools in Bristol under the UK's first BSF scheme where Skanska UK is currently undertaking the operation and maintenance phase.



Sunday Times Best Green Companies Award – 2008 5<sup>th</sup>, 2009 4<sup>th</sup>.



Business Superbrand 2008 & 2009.



RoSPA International Dilmun Environmental Award – 2009 Highly Commended, 2008 Commended, Winner 2007.

## Award success

BREEAM – Excellent rating – 8, Very Good – 11, Good, 7

UK Sustainable City Awards 2009 - Sustainable Procurement award

CIWM 2009 Construction & Demolition Site Award

Building Magazine – Sustainable Contractor of the Year 2007 & 2006, Green Subcontractor of the year Award 2007, Foundation/Groundwork Specialist of the Year 2007 – 4<sup>th</sup> year running, Energy Piles™

Constructing Excellence UK Awards 2008 - Sustainability Legacy Award & the Innovation Award

ICE Community Award 2008

Quality in Construction 2008 – Corporate Social Responsibility Award, Technical Innovation Award – Energy Piles™

Quality in Construction 2009 – Sustainability Award

Considerate Constructors Scheme 2007 – UK’s Most Considerate Civil Engineering Contractor, Most Considerate Constructor of the past 10 years, silver award

British Constructional Steelwork Associations Sustainability Charter – gold standard 2007

Considerate Constructors Scheme National Awards 2008 – 2 gold, 4 silver and 8 Bronze

Considerate Constructors Scheme National Awards 2009 – 2 gold, 6 silver and 9 Bronze.





# SKANSKA

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