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## Business Plan 2015 Green Strategic Indicators (GSI)

These GSIs were developed by Expert Group EPN (Environmental Performance Network), Group HR, Group Communications and approved by the Skanska AB Senior Executive Team to drive forward our 2015 ambition to be the leading Green project developer and contractor. They focus on three Priority Areas (Image, People and Projects) that are essential to delivery of this vision. The logic for this is as follows:

**Our Image:** In order to attract, recruit and retain the best people in the industry, we need to stand out from the crowd. It also means that we will be seen as a credible partner for stakeholders interested in Green Business.

**Our People:** In order to get the opportunity to work with the best customers and projects, we need people who are competent and visible leaders in our markets.

**Our Projects:** Using the Skanska Color Palette we have defined four priority opportunities when it comes to our Journey to Deep Green™ – Energy, Carbon, Materials and Water. The global mega-trends of population growth combined with rapid urbanisation will require a Deep Green approach in order to deliver projects that are future-proofed to these challenges.

### Green Strategic Indicators (GSI) – Priorities, High Level Actions, Strategic Objectives, GSIs and Targets (2011-2015)

Priority Area	High Level Action	Strategic Objective	GSI	Target
<b>Our Image</b>				
<b>Brand</b>	Strengthen and protect our Green Skanska brand	We want to be perceived as the Green leader in each of our Home Markets	Brand Survey	All home markets score > 5/7 on brand perception map
<b>Our People</b>				
<b>Green Leadership</b>	Improve Green culture in Skanska	We want leaders who are visible and committed	Defined in Skanska Talent system	Agreed by each BU for 2011 and subsequent years
<b>Green Competency</b>	Increase knowledge and confidence amongst Skanska top managers	We want our top managers to have a higher level of Green competence	Percent of “top 1% managers” who receive training	Percent agreed by each BU for 2011 and subsequent years

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<b>Our Projects</b>				
<b>Energy</b>	Adapt our products & services	We want to reduce the primary energy use in our projects – focus on “what” we build	Percent of projects with at least 25% better energy performance than relevant codes or norms	Percent <sup>1</sup> agreed by each BU for 2011 and subsequent years
<b>Carbon</b>	Mitigate our own impacts and encourage action in our supply chain	We want to minimize Carbon in construction activities and embodied in materials – focus on “how” we build	Preliminary Carbon Footprint (PCF)	Number of PCF <sup>2</sup> carried out by each BU for 2011 and subsequent years
<b>Materials</b>	Be more resource efficient <sup>3</sup>	We want zero waste in our construction processes – focus on “how” we build	Percent of construction waste going to landfill <sup>4</sup>	<10% end 2011 < 8% end 2012 < 6% end 2013 < 4% end 2014 < 2% end 2015
<b>Water</b>	Be more water efficient	We want to eliminate potable water in non-potable applications – focus on “how” for civil/infrastructure and “what” we build for buildings	Percent of projects with at least 25% better water efficiency compared to code or defined baseline	Percent agreed by each BU for 2011 and subsequent years

<sup>1</sup> % is defined as the number of BU projects that meet the target and exceed the reporting threshold (lower reporting limit) divided by the total number of BU projects that exceed the reporting threshold (lower reporting limit)

<sup>2</sup> PCF definition based on Color Palette

<sup>3</sup> See Skanska 4 R Guide

<sup>4</sup> Applies only to waste from the construction process => waste from new materials brought onto site. The % target for demolition waste shall be decided at BU level on a case by case basis. In both cases hazardous materials shall be included in the data and uncontaminated soil shall be excluded from the data

A project is included when booked in the Order Backlog of the relevant Skanska construction unit - see “Skanska Accounting Manual” for further details. For practical reasons, Business Units may define a reporting threshold (lower reporting limit). For example, include projects > SEK 10m and/or work schedule > 6 months.