



Skanska UK...a leader in people development

Louise Wilkinson

HR Business Partner

Skanska UK Plc

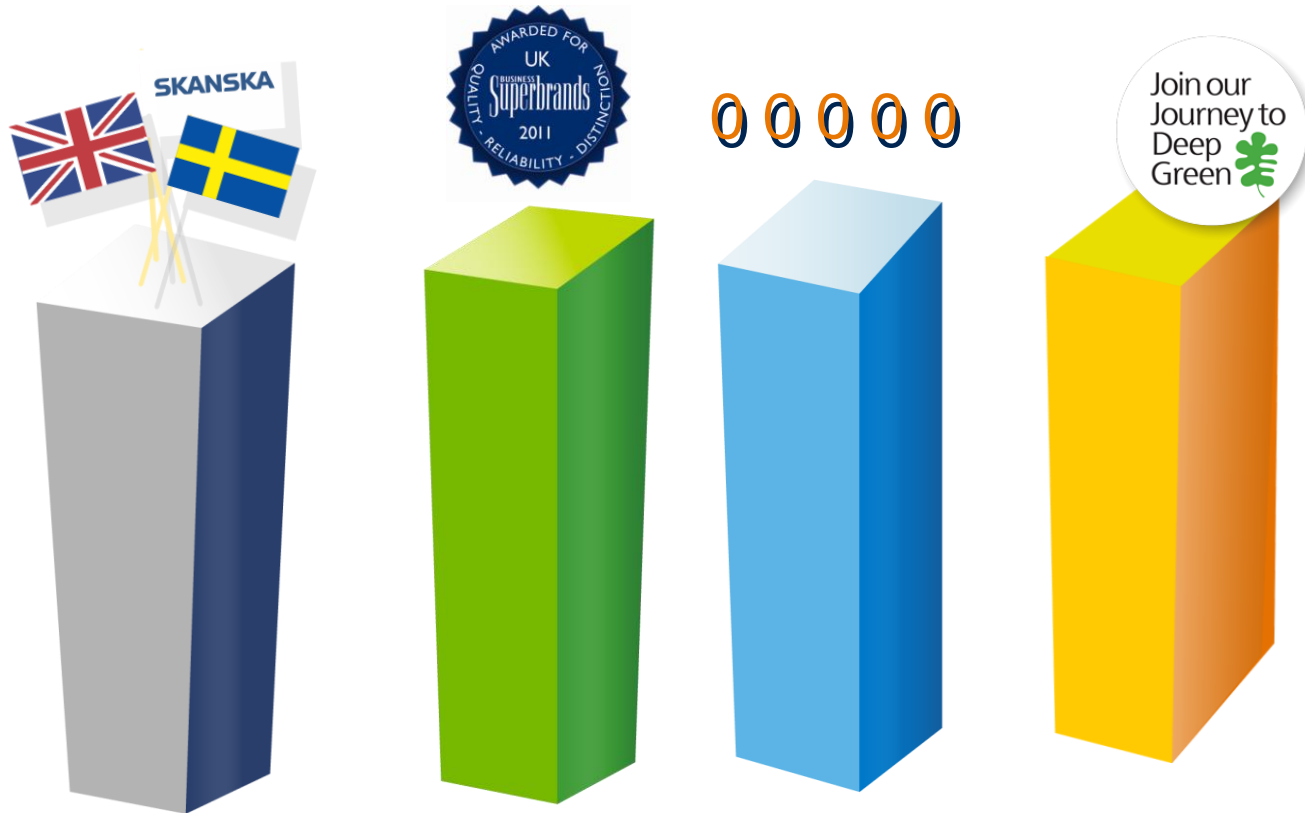
a brief introduction to Skanska



We are Skanska....



Skanska is one of the world's leading companies in construction and project development



Our history

Our history

1887

Skanska Cementgjuteriet established in Sweden

1996

Trafalgar House bought by Kvaerner Construction

2000

Skanska UK created when Kvaerner Construction is acquired

2006

Utilities business McNicholas is purchased by Skanska UK

2012

Homes by Skanska enters UK residential market

2013

Atkins Highways Services bought by Skanska UK



What we do



Civil Engineering



Infrastructure Services



Utilities



Piling, Foundations & Ground Engineering



Building – London & South East



Building – Central & Regions



Facilities Services



Specialists

Our Culture

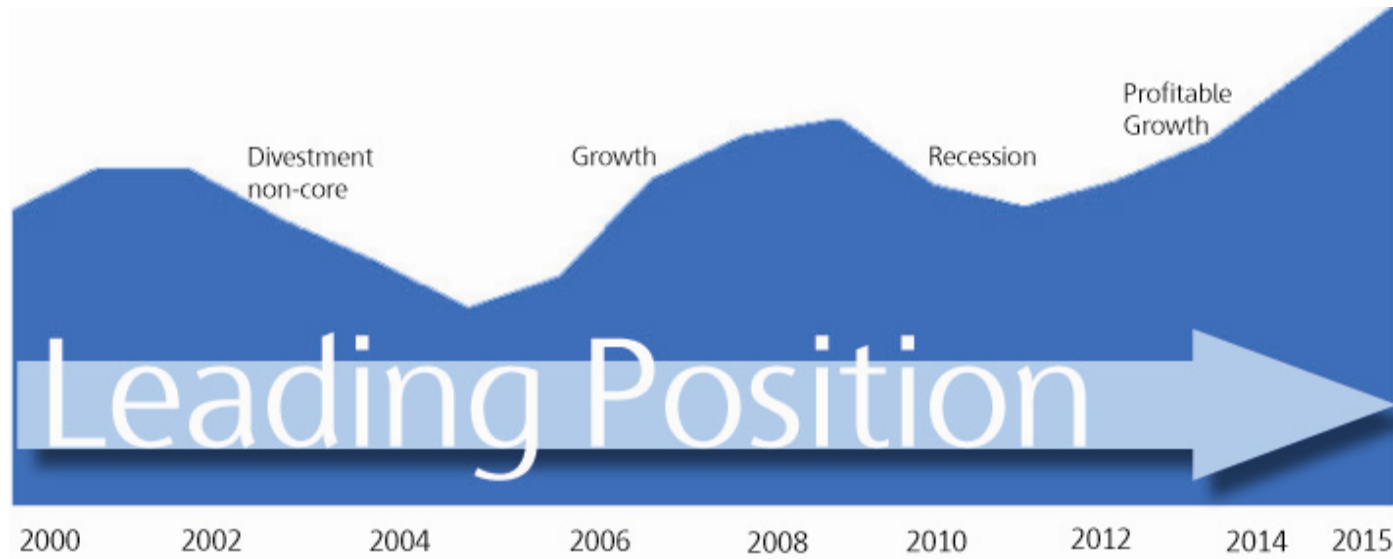
Improving the quality of people's lives
 Staying a trusted friend
 Safe from the start
 Living and breathing green
 Opportunity for all



Apart of
 Skanska's
 Green
 Initiative
 SKANSKA



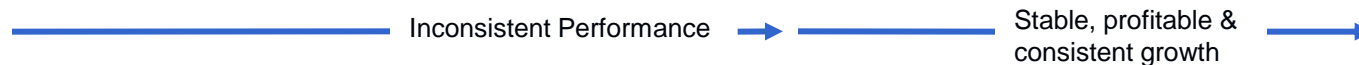
Skanska UK - Our Journey to 2015

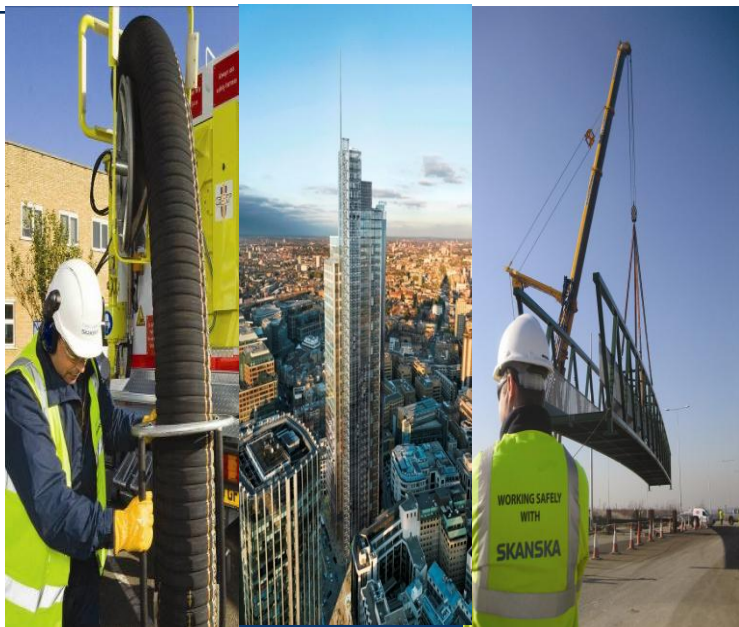


2015 Aspirations

Top 5 contractor in U.K.

- Grow our base in existing sectors
- Enter new sectors
- Extend our core offerings
- Develop our regional presence
- Develop our end-to-end solutions
- Operate in an integrated collaborative way
- Deliver low carbon solutions





Skanska UK 2015 Business Plan

Skanska UK will generate stable, profitable, consistent growth through expanding our regional presence, focusing on new sectors and delivering more value within existing sectors.

Growth will be realised by expanding our Regional Presence

Growth will build from the strong South East to regional hubs in Scotland, M62 Corridor, Midlands and South West. The key focus for regions is to develop and deliver OneSkanska offerings through leveraging regional projects and clients.



We are seeking growth by broadening into new sectors
Growth into new sectors will occur through partnering or acquiring new skills.

- Nuclear
- Waste to Energy
- Residential
- Wind (Investigate further)

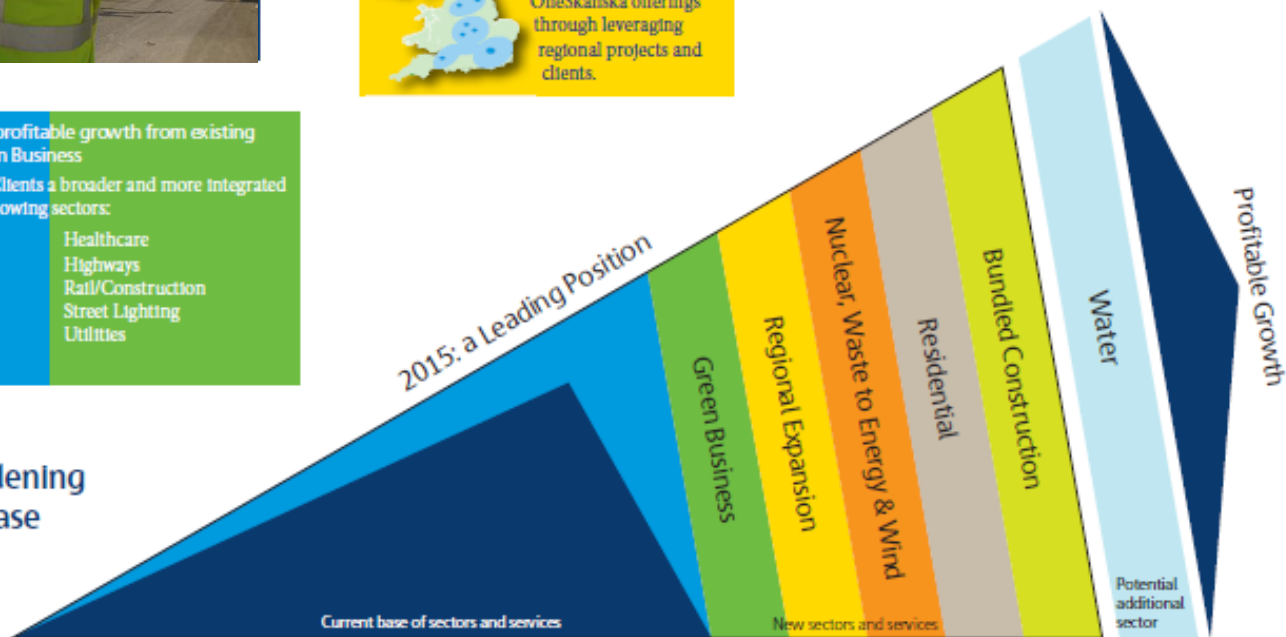
We expect to achieve profitable growth from existing sectors including Green Business

Future work will offer Clients a broader and more integrated set of services in the following sectors:

Commercial
Custodial
Data Centres
Defence
Education
Facilities Services

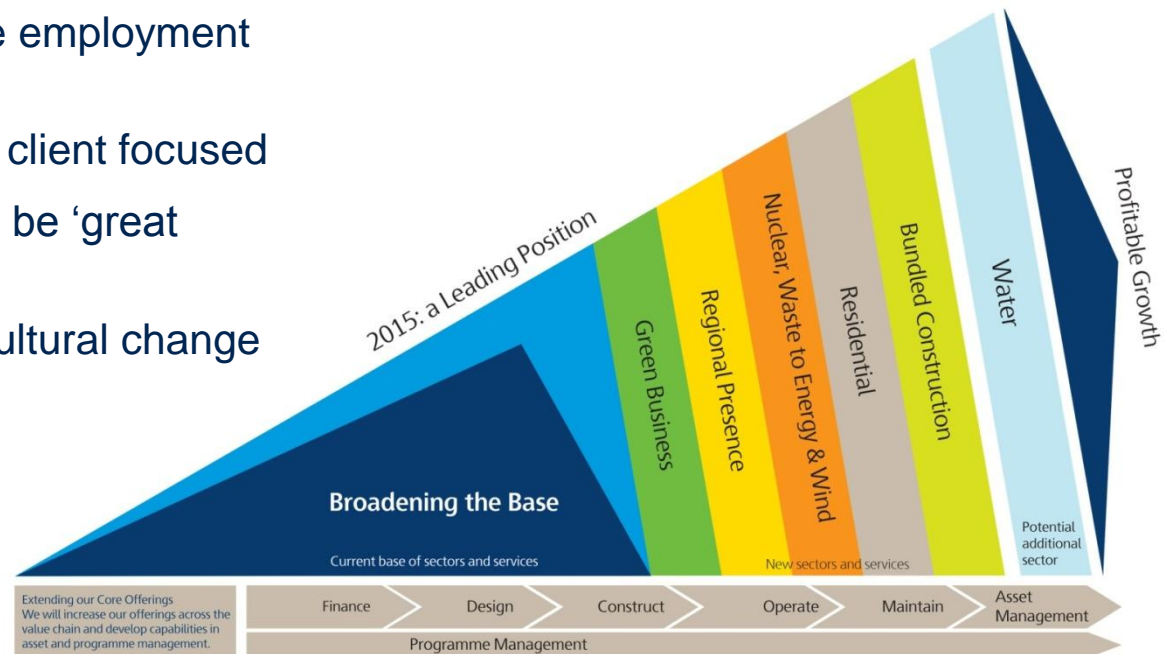
Healthcare
Highways
Rail/Construction
Street Lighting
Utilities

Broadening the Base



Our Business Plan presents us with a number of people challenges

- Resource Flexibility
- Recruitment – volume AND values
- Diversity of background and thinking - welcomed AND valued
- Retaining good people as the employment market starts to pick up
- Become more externally and client focused
- We need all our managers to be ‘great bosses’
- Accelerating our journey of cultural change
 - ‘The Skanska Way’
 - One Skanska
 - Performance Focus
- Spotting & developing potential within our people
 - identify our stars
 - promote from within wherever possible



Our vision for development reflects the global Leadership aspiration

To be a Leader in People Development
to enable the business to achieve its profitable growth
plan



An Integrated Approach to Performance & Development

Senior Leadership
Commitment

Strategy & Business
Plan

High Performance
Framework

Resource & Skills
Planning

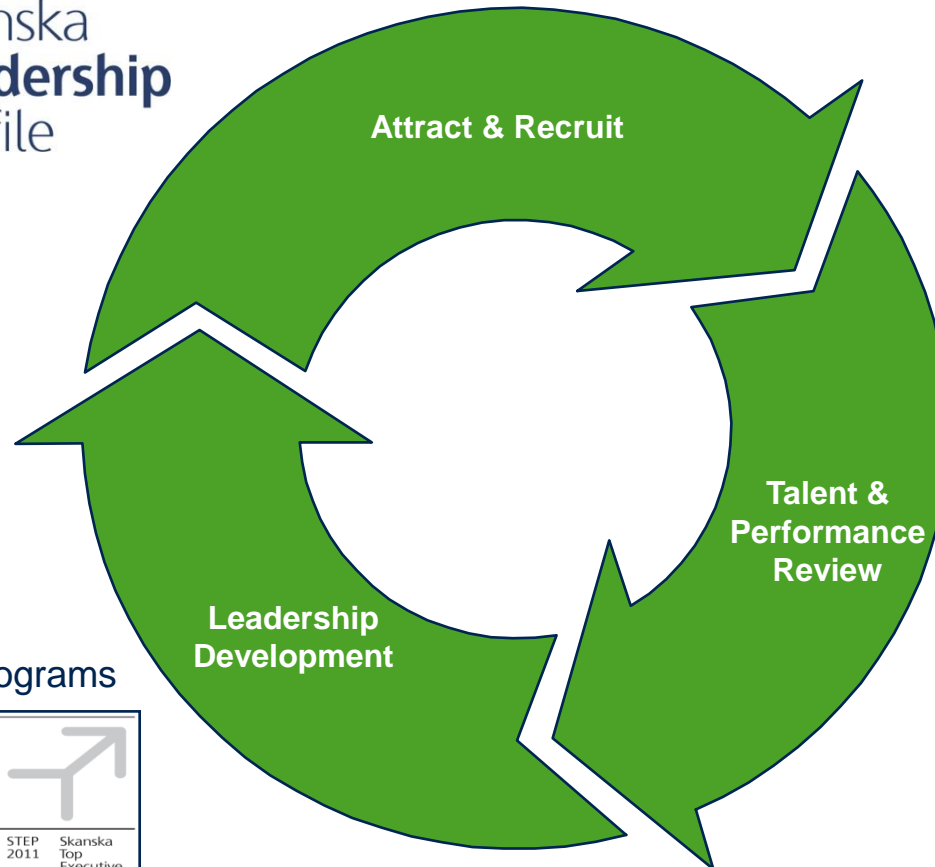
People Development



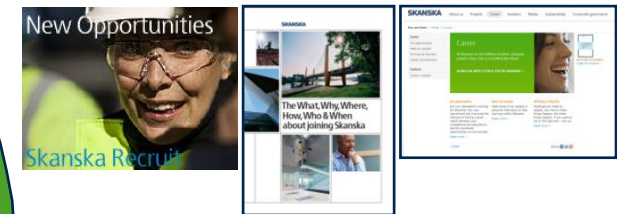
Skanska L&D Philosophy & Aspiration

- Our employees own and drive their personal development
- Our managers seek to understand and support their people's development needs
- L&D enables learning by providing the appropriate frameworks & interventions
- Skanska promotes, invests and rewards career & personal development
- Learning is both formal and informal

The profile informs people decisions and activities



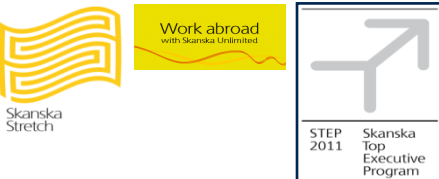
- Input to decisions on:
 - Internal promotions
 - External recruitments



- Individual feedback during annual talent review
- Basis for 360 and potential assessments



- Focus of our development programs

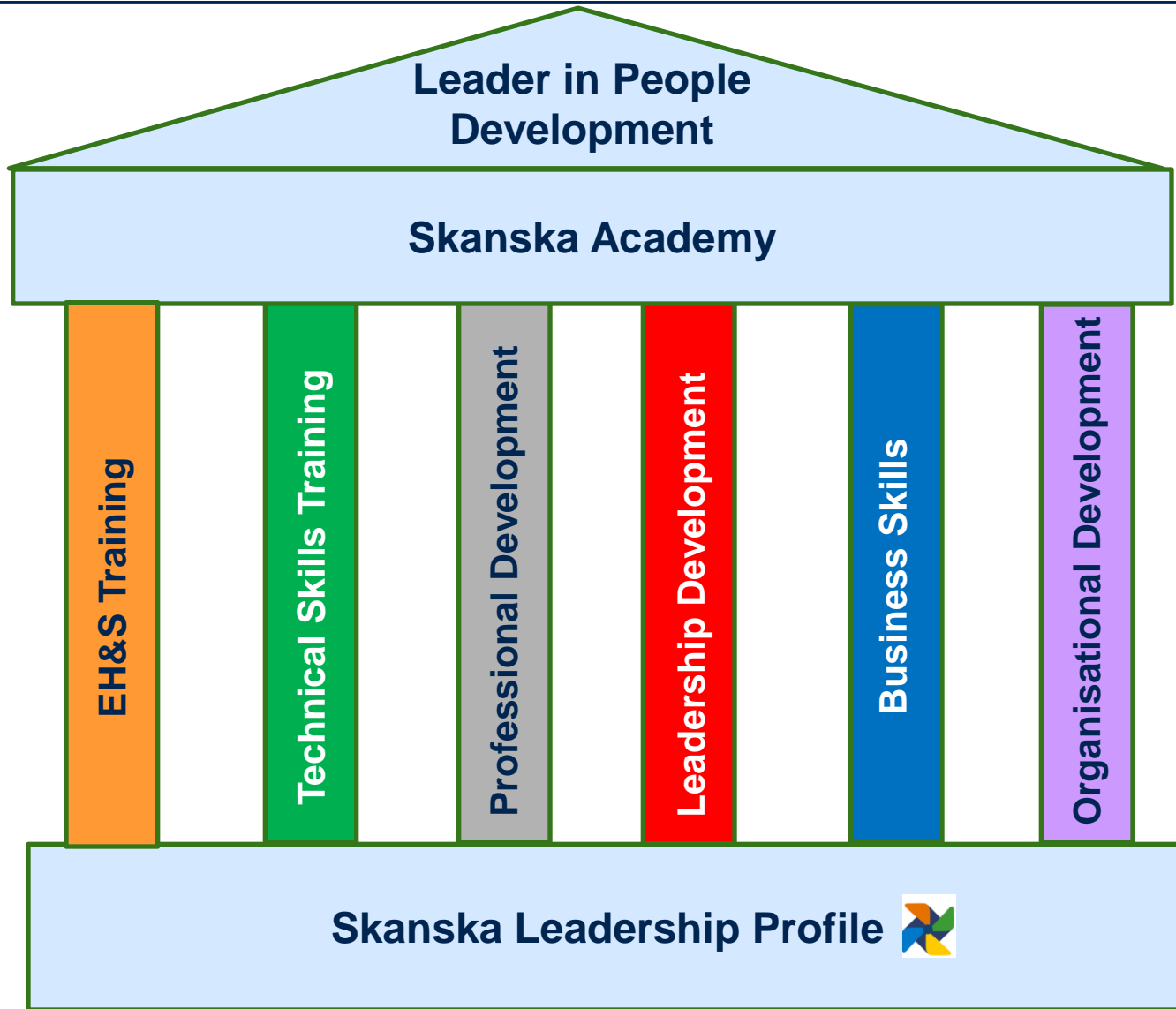




Personal and Professional Development – Management & Leadership



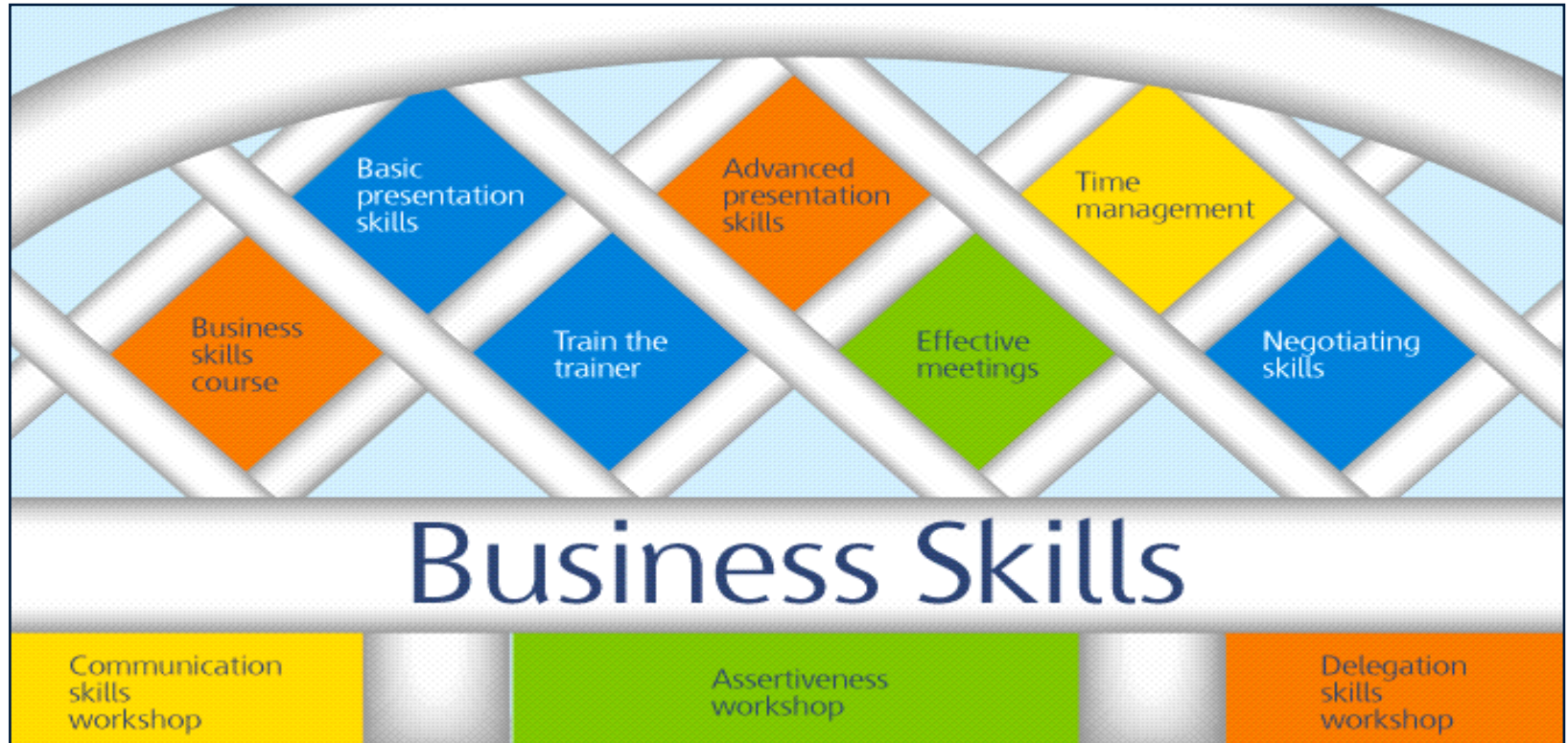
- Skanska Mentoring Programme
- Executive Coaching
- Secondments
- International Assignments



...bringing it all together




Personal and Professional Development – ‘Soft’ Skills



Skanska Leadership Profile

How are we shaping up?

- 
- Skanska provides me with the opportunity for learning and development 72% (+5 on 2011) (Kenexa Benchmark - 74%)
 - My manager gives me the opportunity to develop 73% (+8 on 2011)



- I have a clear understanding of what is expected of me at Skanska 85% (+3) (Kenexa Benchmark - 88%)

Thank You

www.skanska.co.uk