

SKANSKA

Living our values

September 2021



Care
for life

Act ethically &
transparently

Be better
– together

Commit to
customers

Living
our
values

Ensure safety
well-being &
responsibility
toward the
environment

Build an
inclusive
culture

Communicate
openly

Act with
integrity

Develop
yourself
& others

Improve
& innovate

Empower
your
customer to
succeed

Deliver
performance



The Living our Values Framework



Behaviors of the framework

Ensure safety, well-being & responsibility toward the environment

Everyone

Be courageous, never walk by and never accept shortcuts to create a safe working environment for yourself and others

Take responsibility to treat the environment with care and respect to sustain our planet

Lead by example to create a culture where we care for people

Make an effort to get to know and appreciate those you work with in order to support their well-being, as well as your own

Leaders

Set clear expectations, reinforcing the importance of our sustainability targets to activate Skanska's purpose and deliver business results

Behaviors of the framework

Build an inclusive culture

Everyone

Find opportunities to work with people different from you with varying skills, viewpoints and backgrounds to accomplish goals and tasks

Seek out other perspectives and ideas to contribute to a work environment where everyone feels appreciated, respected and included

Be aware of your impact on others to adapt your behaviour

Be empathetic when approaching others about sensitive issues to reduce and solve conflicts constructively

Leaders

Create an inclusive environment where all team members feel comfortable to share their thoughts and concerns

Make the most of the diversity in your team to achieve stronger performance together

Behaviors of the framework

Communicate openly

Everyone

Ask questions, actively listen to others and challenge others to do the same to get a broader understanding

Share information transparently to build and maintain strong performance together

Give, seek and accept feedback, both for yourself and those around you

Leaders

Invite and encourage open and honest discussions to build trust in your team

Share information in a timely manner to help others understand the big picture and create engagement

Communicate clearly and concisely to impact and influence others

Behaviors of the framework

Act with integrity

Everyone

Treat all colleagues, suppliers, partners and customers with respect

Speak up when you see unethical behaviour to contribute to a better culture together

Acknowledge mistakes and issues transparently to avoid potential risks

Leaders

Take immediate and appropriate action to address discrimination, bullying and harassment to ensure all team members are treated fairly

Own the decision-making process but welcome critical thinking and questioning from others to consistently build trust and transparency

Behaviors of the framework

Develop yourself & others

Everyone

Be open in asking for help to improve performance and delivery

Share knowledge and collaborate with others to build strong relationships and contribute to their development

Use learnings from successes and mistakes as an opportunity to develop and improve

Give, seek and accept feedback to learn - both for yourself and for others

Leaders

Prioritize your own learning to be a role model for others

Discuss and create development opportunities for employees to create long term engagement

Recognize employee success and areas for improvement to strengthen relationships, collaboration and individual performance

Behaviors of the framework

Improve & Innovate

Everyone

Take action to try different ways of doing things to improve performance

Keep an open-mind and explore how new ways of thinking and new technologies could lead to improvement

Proactively collaborate with others to deliver results

Have courage to challenge innovation initiatives to deliver the best result

Leaders

Be resilient and persistent in actions and behaviours to ensure acceptance of change

Establish or maintain structures, processes and tools to enable change

Facilitate problem-solving and creative-thinking to develop new approaches and methods

Behaviors of the framework

Empower your customer to succeed

Everyone

Understand how your role contributes to delivering customer success

Identify, talk to and listen actively to internal and external customers to understand their needs and expectations

Actively seek feedback from customers to identify how to improve what is delivered

Leaders

Provide an up-to-date understanding of our industry, customers and stakeholders to create business opportunities

Collaborate, build synergies and create opportunities to maximize value for our customers and for Skanska as a whole

Behaviors of the framework

Deliver performance

Everyone

Persevere and show resilience when faced with challenges and setbacks to deliver results

Consider how your actions and decisions impact other's ability to accomplish their goals and tasks

Be accountable to deliver your agreed commitments on time

Leaders

Prioritize and set clear and realistic expectations and goals to align the team to succeed

Lead and manage people through ambiguity and change to drive performance

Delegate responsibility for tasks and decisions to balance the workload and deliver performance