

# OUTSTANDING CO-WORKERS AND AN INTERNATIONAL CORPORATE CULTURE

**A strong corporate culture is a key factor for any company that aims to be an industry leader in Europe and that ranks outstanding co-workers as its prime asset. ÅF has many years' experience of solving technical challenges, and both the technical and commercial aspects of its consultants' work are constantly being developed so that each and every employee can contribute to building the ÅF brand.**

## ÅF's Blue Book 2.0

The ÅF corporate culture is one of the keys to the company's success. In 2009 ÅF published the second edition of its Blue Book, which explains how co-workers can work together to create a strong culture and a successful ÅF. The book provides a picture of ÅF and describes the company's ways of working.

## Core values

The core values of ÅF – great people, teamwork and indisputable independence – describe everyday working life for the company's co-workers and their attitudes to both colleagues and clients. An ÅF employee is a person who exceeds the client's expectations with his or her solutions, technical expertise and business-

mindfulness. But ÅF employees are also good communicators, good team players and good listeners. They are positive in their outlook, deliver on their promises and show respect in their dealings with clients.

## ÅF – Sweden's favourite technical consulting company

In the 2009 Career Barometer survey of professional engineers, ÅF was ranked as the second most popular company to work for in Sweden – proof of the fact that Sweden's engineers understand what ÅF stands for and what ÅF has to offer as an employer.

The Career Barometer is an annual attitude survey conducted by Universum Communications. All respondents are “young professionals”, no older than 40 and with an engineering degree from a university or college plus two to eight years of working experience in their specialist area. Some 5,600 engineers took part in the 2009 survey.

## Employer branding

ÅF works actively to strengthen its image among potential employees through a number of strategic activities and its participation in career fairs at universities and colleges each year. In the spring of 2009 ÅF embarked on a “Talent Tour” to four educational institutions that sparked media interest by focusing attention on female students. The theme of the tour was “Life Balance” and both Jonas Wiström, ÅF's President/CEO, and Susanna Kallur, an ÅF co-worker and world-class Swedish track athlete, were present on all four occasions to meet and answer questions from hundreds of students.

- ÅF is an international workplace with its own offices and units in more than 20 countries.
- ÅF currently employs a total of some 4,500 co-workers.
- In 2009 ÅF co-workers performed in projects in more than 70 countries.

### A workplace where you can feel at home

ÅF wants employees to take pride in their work and the company, to feel confidence in their managers and to enjoy working alongside their colleagues. To meet the demands made on a modern employer, ÅF supports focused, long-term human resources work at all levels within the company, which includes various co-worker surveys that regularly assess the prevailing mood within the Group.

To make clear its position on a number of employee-related issues, ÅF has formulated policies in key areas such as human resources, salaries, equal opportunities and the work environment.

HR activities differ from country to country, but the aim remains the same: to foster a sense of togetherness and create a pleasant atmosphere at work.

ÅF works hard to create a good gender balance, an ambition that is also reflected in the company's recruitment activities. The first step towards a more even male-female ratio is to raise the proportion of female consultants and managers to 25 percent by 2015. Whenever a managerial post becomes vacant, at least one woman must be selected as a possible candidate. If the recruitment companies used are unable to provide suitable candidates according to this model, they will be replaced by others that can. The proportion of female consultants was 17 percent at the end of 2009 (2008: 17 percent). The proportion of female senior consultants was 15 (12) percent, while female employees made up 21 (21) percent of the total workforce. Three of the eight ÅF directors elected by the

Annual General Meeting are women: this corresponds to a 37 percent representation on the board.

### ÅF Recruiter – a fast track for candidates with the right profile

ÅF has a web-based recruitment tool that enables both external and internal candidates to register their interest in a searchable database that is used by ÅF managers who are recruiting new members to their team. The system handles the entire chain of administrative routines for recruitment, from the job advert to the contract of employment. Simple interfaces mean that the tool can be used both with ÅF's own homepage and by external recruitment agencies.

### Career paths

ÅF aims to have 10,000 employees by 2015. But growth places great demands on the need to offer an attractive working environment and good opportunities for development.

ÅF has identified three distinct career paths within the company: as project manager, specialist/expert and manager. Within each of these pathways to development there are various levels and stages. Career paths provide support for setting individual targets and action plans, not least as part of the annual personal development interviews between a manager and his or her co-workers. In practice, there may be far more development routes than these: co-workers can, for example, switch between roles within the com-

#### Universum's Career Barometer 2009

	Position
IKEA	1
ÅF	2
ABB	3
Vattenfall	4
Google	5
Ericsson	6
Volvo Group	7

### ÅF runner-up in Universum's survey to find Sweden's best career opportunities

In the 2009 Career Barometer survey of some 5,600 professional engineers, ÅF was ranked as Sweden's second most popular employer overall, strengthening its position as the country's most attractive consulting company.

The Career Barometer is an annual attitude survey conducted by Universum Communications. All respondents are "young professionals", with an engineering degree from a university or college plus two to eight years of working experience in their specialist area.

pany, acting either as project leader or specialist depending on the circumstances.

### ÅF Academy

The ÅF Academy is ÅF's own training facility which provides support for the ÅF career paths and the development of the consultant's role. This includes comprehensive foundation courses for new consultants as well as highly specialised advanced courses and training tailored to individual requirements, all of which are firmly founded on ÅF's views on business acumen and entrepreneurial skills. The curriculum for 2009 included courses in leadership skills, project management, sales training and commercial skills.

### Managerial training

ÅF's Business Executive Leadership Programme is a joint venture with IFL Executive Education that is aimed at senior managers within the ÅF Group. Training is spread over a 12-month period during which participants gain a deeper insight into the long-term forces that drive the industry internationally. Among the topics covered are strategic planning, international leadership and communication skills.

### Education and training in nuclear power

The ÅF Nuclear Academy is an initiative designed to raise levels of competence to meet the increasingly stringent requirements of the nuclear power industry and its regulatory bodies. Courses lead to certification at four levels. The initiative has met with considerable interest from the industry and it gives individual employees exciting opportunities for professional development. Courses are also open to clients and other stakeholders in the industry: 125 individuals received certification in 2009.

For younger co-workers, ÅF offers a Nuclear Trainee Programme, which is described in more detail on page 19.

### Certification

At the ÅF Academy, ÅF project managers undergo training to obtain certification in accordance with the European accreditation standard, IPMA. There are four levels of certification: A, B, C and D. For project managers involved in international projects, the certification process is conducted in English. Around 20 consultants were accredited in 2009.

### Variable salaries and Group bonus

ÅF's four divisions have adopted a number of systems for variable remuneration packages, based either on the results of the division as a whole, or linked directly to the performance of the individual.

To underline the relationship between the efforts made by each individual co-worker and the profitability of the ÅF Group in the short term and the long term, a bonus model has been introduced. Under the current system, part of profit that is generated at Group level is shared out in the form of bonus payments that are the same for co-workers across the company.

### Other benefits

Other benefits open to ÅF employees vary from country to country depending, for example, on the local tax regime. In Sweden, benefits include occupational pensions, attractive insurance offers, the option of a company car and various discounts.

All ÅF Group employees are entitled to rent one of the cottages or apartments that are owned, managed or leased by the Staff Foundation. A couple of hundred families take advantage of this opportunity every year.

### Sick leave and holidays

Sick leave among ÅF employees was 2.2 percent in 2009 (2008: 2.4 percent).

Total absenteeism, including holidays, was 16.4 (15.7) percent of normal working hours. Holidays accounted for 9.7 (10.3) percent, and leave of absence for 4.5 (3.6) percent.

**Did you know** that hurdler and women's world record-holder Susanna Kallur works for ÅF's Corporate Information department?

## MEET A COUPLE OF ÅF CO-WORKERS

### 24 hours with Marco Conrad at a dam construction site in Vietnam

Marco Conrad leads the work of a hydropower unit stationed in Baden, Switzerland. Marco is a graduate engineer with a doctorate in hydroelectric dams from the technical university in Munich, Germany.

**Day One: 15.15.** Arrives at the Son La dam construction site after a seven-hour car journey from Hanoi. Assesses construction progress and carries out an on-site qualitative study of the facility. Meets representatives for the client and owner to deal with design and engineering matters.

**19.00.** Dinner with the team leader. Discusses cultural differences and plans how to handle the questions raised and any problems that may arise.

**Day Two: 08.20.** Back to the dam for a site visit with the consultant responsible for engineering inspections. Performs careful checks and status reviews. Assesses any need for change and improvement.

**11.20.** Lunch with the client at the site's local canteen. Excellent Vietnamese cuisine! Good, frank discussions with the client about technical and scheduling matters.

**14.35.** Drives back to Hanoi and reviews the various options with a colleague en route. Thinks about the upcoming inspection report and improvements that might be worth suggesting. Already looking forward to the next visit after a stint back in the Hanoi office.

### A day with Ingeborg Grötterud at Ringhals nuclear power station, Sweden

Ingeborg Grötterud is a graduate engineer and section leader in Gothenburg, Sweden. She spends most of her time working as a “hands-on” project manager at Ringhals nuclear power station, around 60 kilometres south of Gothenburg.

**06.30.** Meets colleagues to share a car to Ringhals.

**09.00.** Conference call. Checks capacity with section leaders and other key personnel. Discusses resource requirements. Holds weekly meeting with the project group: design engineers, installation managers, technical coordinators and project administrator.

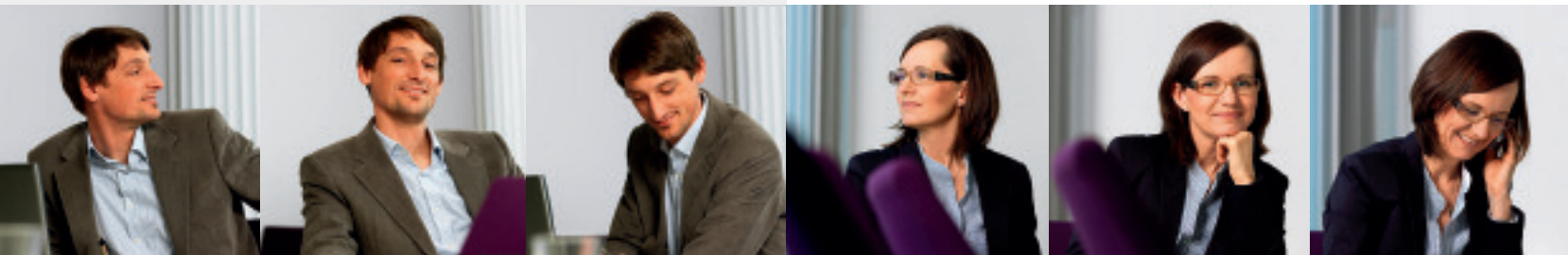
**11.00.** Weekly “girls’ lunch” in the staff canteen with the other project managers in the department.

**11.45.** Back in the office. Checks in-tray. Answers a question about holiday leave. Tip-off from the boss about a good consulting candidate. Phones the project principal. Writes up minutes from the weekly meeting.

**13.45.** Installation inspection. Meets others at the water-intake building with hard hat, rubber boots, diary and pen, to inspect pipes in one of the cooling-water channels. The channel has been emptied of water. Climbs seven metres down a ladder to take a look. It looks fine and matches the drawings.

**15.00.** Back to the office. Sends comments on the inspection to the supervisor. Deals with a few other matters before it is time to car-share back home.

**21.00.** Checks her e-mail again. Reads the CV from the applicant the boss mentioned. Looks interesting. Decides to arrange a meeting and jots down a few questions.



### Age distribution

Age group, yrs	Percentage		
	2007	2008	2009
-29	12	14	14
30-39	30	30	29
40-49	28	27	27
50-59	20	19	19
60+ yrs	10	10	11

Average age: 43.4 years (2008: 43.1 years).

### Length of employment

Length of employment, yrs	Percentage		
	2007	2008	2009
-2	31	34	26
3-5	18	21	27
6-10	22	19	19
11-20	18	16	17
21-	11	10	11

For co-workers in companies acquired, length of employment includes service years in the company acquired.

Average length of employment: 7.9 years (7.8 years).

### Financial data

	SEK '000/year/FTE		
	2007	2008	2009
Net sales*	1,066	1,157	1,119
Profit**	90	120	89
Personnel costs	611	616	639
Value added***	701	736	728

\*) Revenue excluding other operating income.

\*\*) Operating profit before net financial items, excluding participation in profit/loss of associates and other operating income.

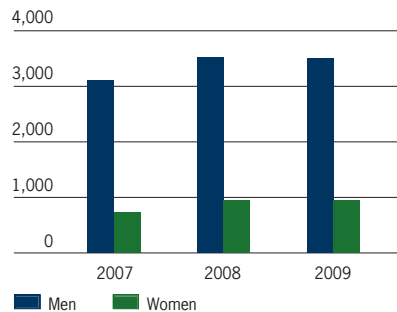
\*\*\*) Personnel costs including profit/loss before net financial items excluding other operating income.

### Training and R&D

	SEK '000/year/FTE		
	2007	2008	2009
Training	17	23	20
Research & development	7	9	10
Total per FTE	24	32	30

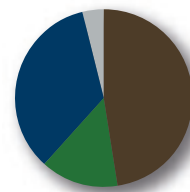
Each employee received an average of 37 hours of training in 2009 (2008: 39 hours).

### Number of employees

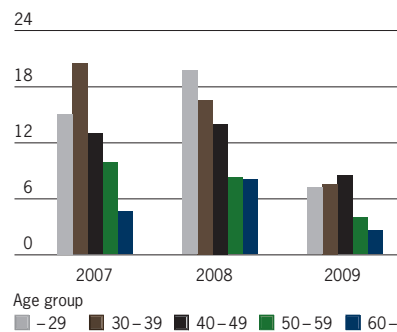


### Education

- Postgraduate and doctoral
- University
- Other post-secondary
- Secondary



### Staff turnover, %



Staff turnover based on resignations

Total 2009: 6.3 percent (2008: 13.1 percent).

# THE ÅF NUCLEAR TRAINEE PROGRAMME

As the world's appetite for energy continues to grow, nuclear power is one area where demand is increasing and where progress is rapid. Maximum security and greater efficiency are the top priorities for ÅF's services in this field. The ÅF Nuclear Trainee Programme lays a firm foundation for employees who intend to work in nuclear power in the future.

- Open to young European engineers, preferably with some years' experience.
- One year's training at various ÅF sites around Europe.
- Covers everything from history and technical design to operational matters and safety.
- Training alongside some of the world's leading technical consultants in the field.
- After the programme, participants will have a broad knowledge of the technological, cultural and safety aspects of nuclear power, and access to a broad network of nuclear power experts.

**Marcus Feltzin Bergöö has a degree in engineering physics and materials science from Uppsala University. He has previously worked as a development engineer at Scania and is now a project engineer at ÅF in Västerås.**

## Why did you apply to the ÅF Nuclear Trainee Programme?

"As I see it, solving the world's energy problems is our single most important issue, and nuclear power will be an essential part of that solution for the foreseeable future. I like the idea of helping to develop tomorrow's energy technology, and getting to know the industry through the ÅF trainee programme seemed like a really good place to start."

## What will you benefit from most in your work?

"Being new to ÅF and the nuclear power sector, I've found the inside knowledge I gained from the programme really useful. The programme has given me the opportunity to get to know colleagues throughout ÅF in a very short time and provided a solid foundation for my future work at ÅF."

## How will you use the network you've built during the year?

"I've met many wonderful people through the programme that I'm eager to keep in touch with. It's a big advantage meeting so many people in Sweden and in Europe who have skills that are invaluable in the nuclear power sector. The network I've built up will act as a door-opener, so I can always get hold

of people with the expertise I need. I hope we'll have lots of opportunities to work together in the future. I'm really looking forward to it!"

## What's the best thing about being an ÅF consultant?

"ÅF's a great company. There's a real drive here. Despite the economic slowdown, ÅF never stops looking for opportunities and investing in the future."

**Rasa Alkauskaite-Kokoskina has a degree in environmental technology and a masters in business management from Vilnius Gediminas Technical University. An ÅF project manager in environmental engineering in Lithuania, she works on various infrastructure projects in the fields of energy, district heating, waste management and biogas.**

## Why did you apply to the ÅF Nuclear Trainee Programme?

"I'd been working as an environmental consultant for seven years and saw the programme as a good way to build up expertise in the field of nuclear power. Now maybe I can work in this field in the future. It's also a great opportunity to meet more ÅF colleagues."

## What will you benefit from most in your work?

"I now have a good grounding in the facts and insights into the key issues in nuclear power. Understanding the processes and relationships involved is important for identifying and assessing the impact on the environment. It's also been exciting to meet so many interesting people."

## How will you use the network you've built during the year?

"I've met other trainees, nuclear experts and lecturers. We've already identified ways of working together, so I'm sure that these contacts will be a big benefit to me in my future work. For example, I'm involved with various tenders where we need experts in different fields. In my experience, once you know a person, interesting things start to happen and new projects take shape."

## What's the best thing about being an ÅF consultant?

"The very best thing is my colleagues! I've lots of really professional colleagues in Vilnius. I appreciate always being able to find people and units with the right skills in the ÅF Group. Together we can offer clients the very best solutions."





**Baden** Roman Pfund works with hydropower and dams. “The best thing about my job is the responsibility that goes with it – and the challenge of solving complex problems that are relevant to everyday life. The best things about ÅF are the networking, the international corporate culture and the huge variety of projects we work on.”