

SFÄRNYTT

NO. 76, OCTOBER 2016

TO ALL EMPLOYEES IN THE STENA SPHERE

**STENA LINE'S
DIGITAL JOURNEY**

**DESIGN FOR
RECYCLING**

**ROYAL PRESENCE
AT THE NAMING OF**

STENAWECO IMPULSE

**STENA MARINE SINGAPORE
BUILDS FOR
FUTURE GROWTH**



Autumn is already here!

It has been an eventful autumn and all the new initiative are in full swing. We have just concluded GROW 4 and have started up the Stena Sphere's Mentor program for the seventh time. In 2010, we held the Mentor program for the first time in the Stena Sphere. It has now grown to comprise 20 participants – 10 mentors and 10 mentees. Two GROW programs and one SLP 8 are planned for January 2017.

We are also working on making job ads on the Stena Sphere more visible. Everybody can visit our common career page and apply for vacant positions.

In this number of SfärNytt, we have, for example, a

report from Madagascar and Stena RoRo's visit to Mercy Ships and from Stenaweco Impulse's naming ceremony in Copenhagen. You can also read about Stena Line's digital journey, Stena Fastigheter's common network and much more.

If you want to read SfärNytt on your mobile phone, you can scan the QR code on the back cover of SfärNytt and start reading immediately. (You need to download a QR reader app to your phone first).

Pleasant reading!



Linda Mickelson
Publisher and editor

Photo: Maria S Krupa

STENA VALUES

CUSTOMER SATISFACTION

Keep the clients
Repeat business
Performance
benefits
Constant interaction

QUALITY

Assets
Operations
Management
Decisions (timing and
preparation)

COMMITTED PEOPLE

Competence
Consistency
Clarity
Care

INNOVATION

Determination
Energy/Creativity
Initiative

RESULTS / BUSINESS ACUMEN

Make money for the
company
Short term and long term
objective achievement
Continuance, durability
Business enjoyment

Please contact the editorial staff if you have an article idea or editorial material for SfärNytt. **DEADLINE:** 11 November **PUBLISHING:** 14 December

PUBLISHER AND EDITOR Linda Mickelson, phone: +46 31 85 51 05, e-mail: linda.mickelson@stena.com

EDITORIAL BOARD Victoria Edström, Annica Nordqvist, Maria Stahre Krupa

LAYOUT AND PRODUCTION BonBon Reklambyrå AB **TRANSLATION** Alex de Courcy **COVER** Silverbullet **PRINT** Göteborgs Tryckeriet

The magazine is printed on environmentally friendly paper. 3.000 swedish copies, 3.500 english copies



8



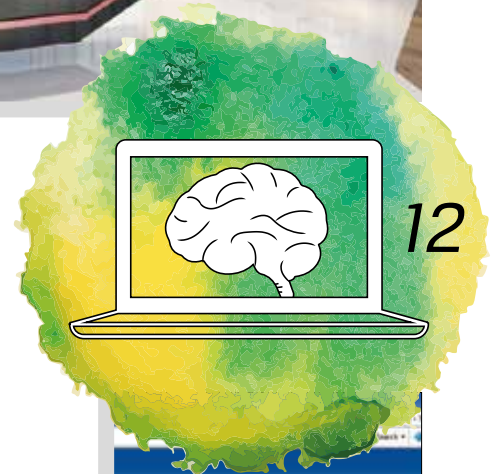
6



15

CONTENT SFÄRNYTT No. 76 2016

- 4. DESIGN RIGHT - RECYCLE MORE
- 6. MAJOR NEW FACILITY TO BE BUILT IN SINGAPORE
- 7. STENA RORO VISIT AFRICA MERCY
- 8. NAMING CEREMONY IN COPENHAGEN
- 10. DAN STEN OLSSON
- 12. THE DIGITAL JOURNEY
- 14. STENA'S PEOPLE VISION PART 8
- 15. THE PORTRAIT
- 16. MEET THE STENA PEOPLE
- 17. WELLNESS
- 18. STENA FASTIGHETER'S NEW COMMON NETWORK
- 19. STENA REALTY



12



14



4



19

DESIGN RIGHT – RECYCLE MORE

It is said that 80 percent of a product's recycling level is determined already at the design stage. By sharing their knowledge of materials and recycling, Stena Recycling's product developers are helping to design products that can be recycled in practice and not only in theory. The service Design for Recycling is increasingly in demand.

Text Sofia Eriksson, Stena Metall **Photo** Stena Metall

"The sustainability gains from Design for recycling can be extremely large without having to abstain from other demands", says Taina Flink at Stena Recycling.

DESIGN FOR RECYCLING...

...is Stena Recycling's service for companies wanting to increase the recycling level of their products.

Stena Recycling has been working with Design for Recycling for a large number of clients for the past few years, such as Husqvarna, Aastra Telecom, Grundfos 3M and Crem International among others.



More and more companies work structured and focused to become more sustainable. At the same time they fail to produce products that can be recycled in a good way.

“If the product is designed in such a way that the materials cannot be separated, even if it is crushed in a fragmentation facility, the material is not recycled in practice”, says Taina Flink, who is responsible for the service Design for Recycling at Stena Recycling.

She has an MSc in technical design and is an expert on how objects can be designed in a more environmentally friendly way. A disassembly analysis is performed to find the best solution for a product that is already in production. This is done meticulously by hand with the product in question being disassembled and inspected in detail.

The service is aimed at all companies manufacturing products, everything from toys and mobile phones to furniture or technical equipment where many different materials are combined. It is also aimed at subcontractors whose principals make high demands on recyclability. Here, there is a lot to be done, says Taina Flink. It is said that 80 percent of a product's recycling level is determined already at the design stage. And here it is easy to make mistakes. If you, for example, use glue, which makes it impossible to separate the components, or change the density of a plastic by gluing a sticker to it or using a filler, the materials are unsuitable for the mechanical processes used in today's recycling systems.

“There is a lot to be gained by considering how the recycling technique can be included in the customers' product development processes so that the analysis actually does lead to change”, says Taina Flink.

“The sustainability gains from Design for Recycling can be extremely large without having to abstain from other demands, and improving the recycling level is a concrete measure that can be demonstrated in, for example, a sustainability report. At the same time, it's reassuring to know what happens to the products you manufacture so that you have the right answers to any questions that might be asked by customers”. ☉



Stena Nordic Recycling Center will become one of Europe's most modern recycling facility.

A big step for recycling in the Nordic countries

The big day is approaching. On 26 October, the Stena Nordic Recycling Center will be inaugurated. Several hundred people have been invited to attend the ceremony when the most modern recycling facility in Europe is declared open. Watch the latest film about the facility at youtube.com/stenametall.

Text and photo Stena Metall



The bunker vessel Norden is now approved for oil spill recovery.

Stena Oil passed the test

At the beginning of the summer, Stena Oil had to step up to the mark. Under the EU inspectors' watchful eye, the bunker vessel Norden together with personnel demonstrated that they had what it takes to be able to deal with oil spills. Text and photo Stena Metall

The drill was a big success, thanks to a large degree to the skilful crew. Everything went as planned and the ship was approved a whole month before the deadline.

It was at the end of 2015 that Stena Oil submitted the winning tender for an oil recovery vessel for the EU organisation EMSA's*. Since then the company has been busy working on satisfying the stringent demands made. A lot of work has been put into training the crew and adapting the ship so as to be able to use the oil recovery equipment. The ship will continue to function as a bunker ship, but will be able to respond at short notice and assist authorities in the EU and neighbouring countries with the oil recovery in the event of an oil spill. ☉

**European Maritime Safety Agency*

MAJOR NEW FACILITY TO BE BUILT

A major new office and warehouse facility will be built in Singapore offering Stena Marine Singapore and its subsidiary companies the capability to achieve further growth. The new facility, located in the Pandan industrial loop of the city, will include 25,500 sqft of 3 storey office space and a 91,000 sqft, 2 storey warehouse.

Text Andrew Gibson, NMG Illustration: NMG



Earmarked for completion in the summer of 2017, the site will house all Northern Marine Group, Singapore-based companies under one roof with potential capacity to accommodate other Stena business units if required.

Currently Stena Marine Singapore uses rented office space in the city's central business district, where Stena Marine Singapore, Austen Maritime, Northern Marine Management and Northern Marine Manning Services staff are based.

Francois Marine's owned warehouse (25,000 sqft) and office space in Jurong is operating at full capacity, restricting substantial growth

of the business. Demolition work to clear the Pandan site for development has now been completed.

"THIS MAJOR PROJECT IS PIVOTAL IN ACHIEVING THE STRATEGIC GROWTH OF OUR BUSINESSES, IN PARTICULAR FRANCOIS MARINE", Dominic Fernandez, CEO, Stena Marine Singapore, says.

"To maximise procurement opportunities with our sister Company Tang Li, based in Shanghai, the new warehouse will allow Francois to hold significantly larger stocks of

items, gaining a substantial cost advantage and ultimately enhanced margins.

"There will be considerable scope to rationalise the cost base by combining office accommodation as well as consolidating the Stena identity for all of our local staff." Covering a land area of 100,000 sqft, the new site will offer 4 full size loading bays for trailers up to 40ft in length and a 7,000 sqft chiller and freezer facility.

The roof of the new office block will be constructed from steel reinforced concrete to allow additional floors to be built in the future should the need arise. ☺



STENA RORO'S MANAGING DIRECTOR VISITS MERCY SHIPS' HOSPITAL SHIP

Stena RoRo is heading the construction of the world's largest civilian hospital ship at Tianjin Xingang Shipyard in north-east China. The ship has been ordered by the international charity organisation Mercy Ships, which focuses its activities on helping the poorest people in the world with free medical care.

Text Birgitta Plyhm Photo Mercy Ships

In the middle of March 2016, Per Westling, Managing Director, Stena RoRo, visited Mercy Ships' hospital ship *the Africa Mercy*, which was then stationed in eastern Madagascar.

After travelling for almost 24 hours, Per arrived, together with representatives of Mercy Ships' Swedish office, in the port of Toamasina. Volunteers from more than 40 countries, from doctors and nurses, ship's engineers, seamen and cooks, work on the hospital ship, which had been stationed in Madagascar for nearly 15 months. *The Africa Mercy* is a converted train ferry from Denmark, in some ways like a passenger ship with e.g. cabins where the personnel live on board while working on the ship.

Per and the other members of the group from Sweden were given a very good insight into Mercy Ships' activities and life on board during their stay which lasted for more than a week. They were given the opportunity to, among other things, talk to the captain and chief surgeon who talked about their different experiences. On the ship, there are 80 beds and six operating theatres where surgeons from all over the world work. Here, for example,

patients with a clubfoot, cleft palate and tumours were operated on. One day, the group was able to be present during several operations and watch the day-to-day activities at very close quarters.

Mercy Ships also carries out many activities outside the ship, including training local health and medical care personnel for when Mercy Ships leaves the country and sails to the next port. The group visited Hope Center, a large building in the centre of Toamasina, which, among other things, functions as a patient hotel providing care before and after medical procedures. Here, there is also a dental clinic, which treats about 1,000 patients every month. All the work done here, as on board, is subject to meticulous planning and is focused on helping as many people as possible.

Even if all the work done is extremely effective, there is only time to treat a fraction of all the people applying for help, something that can be very frustrating. Mercy Ships itself refers to the words *"We can't change the whole world, but we can change the whole world for one human being"*. ☺



Per Westling, MD, Stena RoRo onboard the *Africa Mercy*. More photos and films from the visit at <http://sfarnytt.stena.com>

PER WESTLING'S OWN COMMENTS:

- "The construction of the new hospital ship is a very special project where our expertise in building passenger ships is proving to be very useful. We are contributing design, ordering and project management and together with Mercy Ships' personnel, we are also responsible for the quality satisfying our very high demands.
- Personally I have been involved in the construction of the ship for more than four years, but it was another thing altogether being on board the *Africa Mercy*, experiencing the atmosphere, the professionalism and fantastic commitment of everybody working in the different functions.
- We were present during an operation when a little 18-month old girl with a cleft palate was operated on.

Also our visits to the wards on board have become etched in my memory - whole families living there together while their relative was being treated. What we as visitors took home with us was the sense of community and enormous joy".

DID YOU KNOW?

The editorial staff has got hold of a price list from Skagenlinjen AB's on board shop in 1962.

The shop's slogan was

"Top quality at rock-bottom prices!"

- Coffee, 400 g = SEK 3:25
- Honey, pure, 400 g = SEK 1:85
- Raisins, Sun Maid = SEK 1:10
- Pork Shoulder = SEK 4:20

CANNED GOODS

- Frankfurters, 10 = SEK 1:50
- Pork brawn, 340 g = SEK 1:65
- Pâté de foie gras, 85 g = SEK 2:30
- Mackerel fillets in tomato sauce = SEK 0:75
- Bacon, 227 g = SEK 2:35
- Chicken, 850 g = SEK 4:95

- Apricots, Spanish = SEK 1:30

TOILETRIES

- Old Spice, aftershave lotion = SEK 10:00
- Egg shampoo = SEK 2:25
- Brylcreem, giant tube = SEK 2:50

"Also a large selection of Danish biscuits from Oxford and Jensen & Möller as well as the best Swedish and foreign makes of chocolate - all at export prices!"



NAMING CEREMONY IN COPENHAGEN – STENAWECO IMPULSE NAMED BY H.R.H. CROWN PRINCESS MARY OF DENMARK

The Stenaweco Impulse, owned by Stena Weco, which is a joint venture between Stena Bulk and Danish Weco Shipping, was named on 13 June. Nearly 300 guests had gathered on Langelinie Pier in the centre of Copenhagen and the godmother was H.R.H. Crown Princess Mary of Denmark.

Text Birgitta Plyhm **Photo** SilverBullet

The Stenaweco Impulse is the sixth in a series of 13 IMO IIMAX MR tankers ordered from the Chinese shipyard GSI (Guangzhou Shipbuilding International). The tanker will transport vegetable oils, chemicals, oil and petroleum products all over the world and will trade in Stena Weco's global logistic system, which includes more than 60 vessels.

After the naming ceremony, when the godmother, as tradition dictates, broke a bottle of champagne against the tanker's bows and wished the vessel, her captain and his crew fortune and prosperity on the seven seas, everybody went on board for a tour of the new vessel. Erik Hånell, President and CEO of Stena Bulk and Johan Wedell-Wedellsborg, Chairman of the Board, Weco Shipping, were very satisfied with the day.

"We are very proud of our IMO IIMAX fleet with six vessels delivered so far. The concept, with its innovative design, has already proved to be very successful, as has the operative collaboration with Weco Shipping, which was formed five years ago", Erik Hånell comments. ☺

FACTS STENAWECO IMPULSE

Type of vessel: IMOIMAX MR-tanker
DWT: 50,000
Length: 183 metres
Beam: 32 metres
Other facts: 18 tanks, each with a capacity of 3,000 m³. Able to transport both vegetable oils and chemicals such as oil and petroleum products. Will be part of a fleet operated by Stena Weco and sail in the company's global logistics system, which currently employs more than 60 vessels.



H.R.H. Crown Princess Mary of Denmark on her way on board the Stenaweco Impulse. She is wearing, as tradition dictates, a hat, as are many other guests.



Captain Sadananda Deshpande, William Olsson, Kim Olsson and H.R.H. Crown Princess Mary of Denmark.

Johan Wedell-Wedellsborg, Chairman of the Board, Weco Shipping, welcomed the guest and was, of course, extra pleased that the naming ceremony took place on his home turf in the centre of Copenhagen.



Erik Hånell, President & CEO Stena Bulk, CEO Stena Weco, was very pleased and satisfied.



William Olsson, board member of Stena AB, his wife Kim, the Wedell-Wedellsborg family – Niclas, Julius, Mathilde, Rebecca, Madeleine, H.R.H. Crown Princess Mary of Denmark, Johan Wedell-Wedellsborg, Madeleine Olsson Eriksson, Chairwoman of the Board, The Sten A Olsson Foundation for Research and Culture, Bert-Åke Eriksson, Chairman of the Board, Stena Sessan, Sadananda Deshpande, Captain of the Stenaweco Impulse.

TAKE AWAY FROM THIS YEAR'S SPHERE-FORUM

All Stena companies compete in tough commercial environments. People, culture, sound business ideas and strategy are therefore paramount, if Stena shall continue to be a consolidator. The alternative is bankruptcy or that somebody buys us. A new facilitator for us and our business but also a threat is digitalization, which means
Zero Distance in contact between us and others.





Our strength is to conceptualize and communicate. Zero distance between people by digitalization is a new world. It means the truth will always come out. Direct communication of the truth and facts will lead to closeness between people and organizations. Seamless immediate connection between our suppliers and clients can lead to fast adjustments, innovations and execution thereof. By fast seizing the opportunities, we can develop new pieces of business.

Dream big and build step by step is an important cornerstone in our Stena culture. It has been a successful way to build a lasting business. Suddenly though, companies living by digitalization technology jump ahead of us. Google and Facebook hardly existed twenty years ago. Now they each have a net-worth close to half a trillion dollars each. Globalization has of course also helped them. Globalization has helped us too, but has hardly revolutionarily transformed us. By people understanding technology paired with connectivity and capacity to lead, innovate and collaborate new business experiences and business benefits are continuously identified and realized. These active people must also be Stena people. No one will come to us. We must be on the playing field by our own initiative.

Transformation has nevertheless come to us too. Here are some examples:

- Seventy percent of our passengers communicate and book digitally. At any moment Stena Line has 900.000 offers out on the internet.
- Social media give us the chance to initiate communication with anyone or any persons, we would like to. We do a share of this. At the same time however social media always force us to reply and be responsible for our acts and values. A mistake can harm our reputation fast and a bad action can lead to catastrophic consequences.
- No one can hide any more. By big data

analyses "Customer Intelligence" we can in minutes find out or guess most characteristics of our clients or other persons, who want to liaise with us or we with them.

- New experiences make us spend our time differently and get access to old services differently. Netflix has replaced DVDs etc. A big part of people's money is now spent on internet and mobile services. With new experiences on board we intend to get a share of this money.
- In the foreseeable future our tenants in Stena Fastigheter will be able to order their supplies digitally and get delivery, also when they are not at home. They will also be able to get instructions on how to repair or change things without a visit of a service-man.

Start-up companies take a bigger and bigger slice of the world's consumption. To survive we need not only to take on the new technologies fast, but also to develop new concepts that can make us grow faster and to be both more reliable and more effective in what we do and what we are going to do.

Culture eats strategy for breakfast, but it is nice, if they can share the same meal. We have produced three films with working materials to keep our basic values alive and being used. Ninety five percent of our groups have used them with 71% prioritizing care, 69% prioritizing result and 75% prioritizing quality. These films with working material form a sort of library to be continuously used. Our position is always exposed and digitalization challenges us even more. Collaboration or knowing how to collaborate effectively is the next dimension we must master. In short it is about:

- working together and share information
- exploring opportunities and new ways of working
- creating and letting diversity and different knowledge strengthen our teams
- capturing the creativity and curiosity within the teams.

Outside the world of the New Economy the world is quite tough at present. I never heard of a scrap-dealer, who went bust. Nevertheless at least one of the biggest competitors to Stena Recycling went bust recently and quite a few are struggling for a new capital-injection. Stena Metall never-theless managed to make a profit this year. Profit started coming as soon as raw material prices stabilized. Stena Drilling is really struggling and will struggle for a long time due to low oil-prices and a lasting oversupply of drilling units. This year we have saved one hundred million dollars in comparison to last year while maintaining the same or even better accolades from our clients. We struggle on and every chance for a contract must be ours. Stena Line is doing much better and every line in principle is now making a profit. The health of Stena Line is quite critical for Stena AB as Stena Drilling will lose a lot of money for many years to come. Shipping is breaking even. Stena Adactum continues to make profit and so does Stena Property.

Our financial positions have been reasonably successful. Our cash position is very strong, which will be needed in the difficult years to come. Unfortunately we have given up our position in pharmaceuticals. Meda has been so successful that an American company Mylan made a take over-offer we could not refuse. The profit for Sessan was four billion SEK in comparison to the value on the stock exchange by end of year 2015.

Further financial information is at hand on the back of this magazine. Having been supported by Stena Drilling, it is now time for all of us to take our responsibility in tougher times than ever to build for a sustainable future without any subsidies.

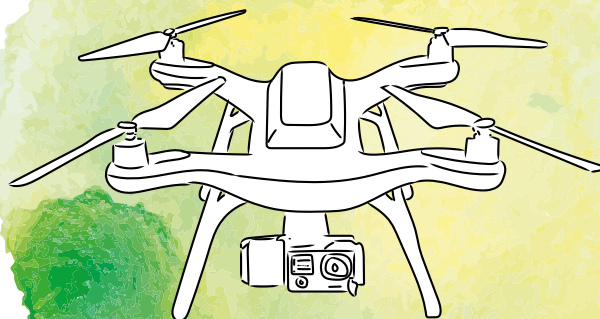
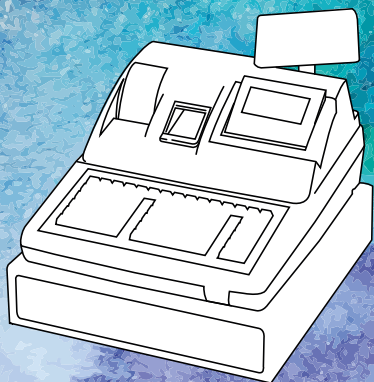
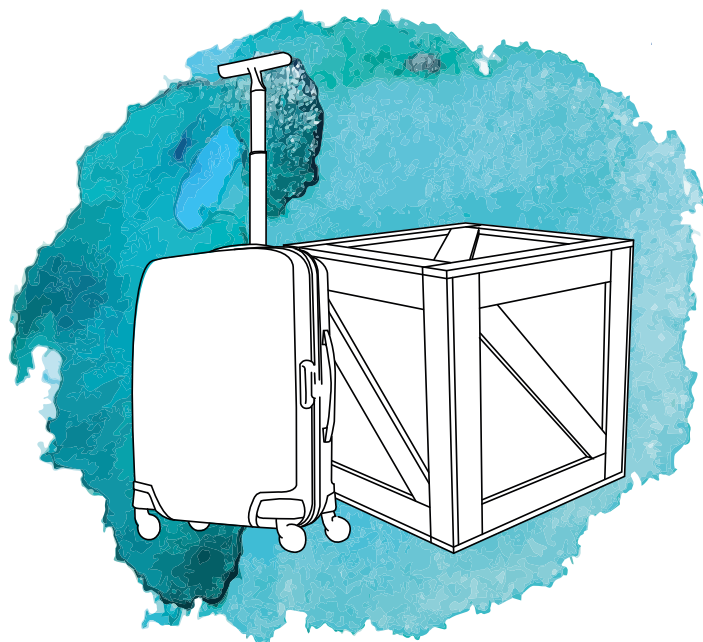
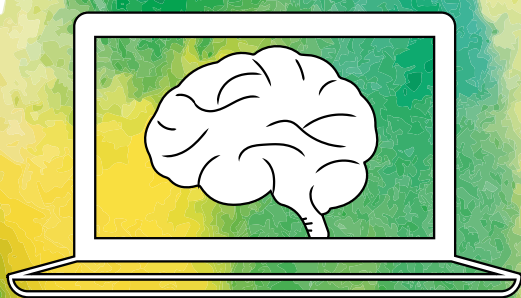
Yours sincerely

Dan Sten Olsson
Gothenburg 1st of October 2016

THE DIGITAL JOURNEY

Digitisation and sustainability are two important areas that are important if Stena Line is to succeed in its strategy for the future. Already today, a number of important steps have been taken along the path towards a digital future, but these steps are expected to be larger in the next few years.

Text Sofia Ivarsson, Stena Line **Illustration** Jonny Lesch



The investment in the booking dialogue has resulted in an increase in online bookings, and sales of freight and passenger traffic are rising every year. Automatic checking-in for passengers has increased customer satisfaction considerably and since this summer, truck drivers have been able to both cancel and rebook their ferry trips on short notice via an app in their mobile phones. But for Stena Line digitalisation is so much more.

“Our customers expect digital services that both simplify their everyday life and the booking procedure. If we don’t keep up with digital developments, we soon won’t have any customers left, it’s that simple”, says Jari Virtanen, who is responsible for Stena Line’s digitalisation process. “Put briefly: where digital technology can simplify and improve our way of working and processes, reduce risks and costs and lead to higher earnings and simpler business, it should do so”.

NOT ONLY TECHNOLOGY

Digitalisation in society has been made possible by rapid technological developments, but it is about more than technology. The digital journey affects all society and thus also how companies work.

“We must adapt our systems and ways of working but also train employees and managers in the potential of digitalisation in general. At the same time, we need to map how differed parts of the company are impacted by these developments, and are still able to be flexible. Increasingly rapid developments mean that demands from the world around us and our customers can change much faster than we have been used to”, says Jari Virtanen.

In the years ahead, Stena Line’s strategy will concern implementing a number of important digital platforms that simplify the process involving, among other things, marketing, manning, pricing and capacity utilisation but also booking and checking in passengers, vehicles and freight.

“By creating a good technical platform, we can free up time needed for routine tasks so that we can focus more on creating value and growing as a company”, says Jari Virtanen. “We will also work more in cross-functional teams in order to jointly find solutions”.

FAIL FAST AND LEARN

The changing world around us requires new ways of working. The principle “fail fast and learn” involves developing, testing and rapidly evaluating. If it doesn’t work, you can quickly reconsider, change and improve. Consequently, several of the services that will be developed in the years ahead will be tested in pilot projects on individual routes, in ports and departments or on ships before they are rolled out throughout the company,

THE FIRST MILESTONE WILL BE

IN 2020 WHEN LARGE PARTS OF STENA LINE WILL HAVE DIGITAL SYSTEMS AND SOLUTIONS IN PLACE AS A NATURAL PART OF THEIR EVERYDAY WORK.

“Our vision is that Stena Line will be the first fully automated ferry shipping company in the world”, says Niclas Ingeström, Chief Digital Officer at Stena IT. “But our competitors are also well to the forefront. If we don’t keep on our toes in digitalisation, we will lag behind”. ☺

FROM SEA-BUSINESS TO E-BUSINESS

Here are some of Stena Line's current digital projects.



PLUTO MARKETING

MEANS: PLUTO Marketing involves replacing several CRM systems and everybody working in the same system, which will offer completely new opportunities for knowledge transfer and measurements between markets. Also important is gathering all data in one place so as to acquire better insights as regards the guests; like a brain that can automatically draw conclusions about what we can offer our customers based on their behaviour and information about them.

STATUS: In the development and pilot phase.

SAILS

MEANS: Stena Line's existing system for on-board sales (cash registers), Charm, will be replaced by a new system, LS Retail, DFDS, Scandlines, Viking Line and Mols-Linien are among the users to have already implemented LS Retail.

STATUS: Will be tested on the Stena Nautica before the turn of the year and is expected to be in place on all vessels in 2017.

DRONES

MEANS: Unmanned aerial vehicles, which can be fitted with a camera or other functions and used in many different contexts. Underwater or aerial cameras can, for example, test/inspect areas on vessels that are hard to access. Remote-controlled drones can be used for deliveries to vessels out at sea, and everything is monitored from control rooms and computers ashore. They can also transmit photos and film footage in 3D.

STATUS: Drones are currently being used to photograph and film our ships.

STENA LEADERS' MENU

- A new training and inspiration forum for Stena's leaders and specialists

Using the new training and inspiration forum Stena Leaders' Menu, leaders and specialists can find inspiration and training courses/programs in a variety of areas. Several new courses/programs that enable leaders and specialists to develop themselves will start up during the autumn.

Text Sara Bergqvist Photo Ann-Charlotte Ytterberg

In addition to presenting courses and seminars, the idea is also that Stena Leaders' Menu should function as an inspiration forum. Here, there are a number of articles and links to, among other things, current books, external articles, TED talks and much more.

"In connection with Stena Leadership Program and GROW, we have seen what areas many people want more of. This forum is a way of satisfying those wishes and inspiring further development", says Josefin Södergård, who is responsible for Stena Leaders' Menu.

Stena Leaders' Menu can be found on InForum and InSite and is currently available to all the companies in Stena AB. The courses can be applied for by all leaders and specialists after checking with their immediate superior, regardless whether they have previously attended Stena Leadership Program or GROW.

The first courses started already during the spring with subjects such as business economy, negotiation techniques and coaching. Both the length and the design of the courses vary.

"We have both external and internal courses and a mix of participants from different companies and business activities – which is also an advantage from a networking perspective", says Josefin Södergård.

The companies that arrange their own courses and seminars can upload them to Leaders' Menu. Josefin Södergård emphasises that the courses and seminars offered are the result of a dialogue between the companies, and this means that it is possible to both quality assure and select suppliers in a better way.

"The goal is to increase the number of international courses and seminars and to utilise existing technology such as live streaming. The idea is that not all the courses

and seminars will be held here in Gothenburg", Josefin Södergård points out.

You can also contact Josefin if, for example, you are interested in personal coaching, want to find a network or have suggestions about courses that are not included in the program.

"Leaders at Stena are tasked with developing both business activities, co-workers



Josefin Södergård, responsible for Leaders' Menu.

and themselves. With Leaders' Menu, we make it easier for our employees to be able to do this in a simple way", says Josefin Södergård. ☺



STENA LEADERS' MENU IN BRIEF

- Can be found at InForum under HR and at InSite under Stena Lines Manager channel and in Stena Line's Personnel Manual.
- For all leaders and specialists.
- Courses in several countries – the number of international courses and seminars will increase.
- Complements the local HR department's dialogue with business areas.
- Satisfies current needs and functions as a source of inspiration.

EXAMPLES OF CURRENT COURSES AND SEMINARS

- Labour law ashore - sea and shore
- Negotiation techniques
- Coaching
- Work environment
- Basic leadership training

For more information and dates, go to InForum and/or InSite.

FROM CADET TO SHIP'S MASTER ON STENA FORECASTER

Christian Engström is on his way to Genoa in Italy to sign on to *the Stena Forecaster*, which transports trailers and containers in the Mediterranean. From Genoa, the ship sails to Tunis in Tunisia, to Marseille in France, to Tunis again and, finally, back to Genoa. The voyage takes a week with about 12 hours in each port.

Text Maria Stahre Krupa **Photo** Stena Marine Management

Christian Engström is chief officer on *the Stena Forecaster*, but during the summer he substituted as ship's master. A job that means having responsibility for the whole ship. During arrivals and departures, Christian manoeuvres the ship to and from the quayside, he handles contacts with the local authorities and port clearance. There is also quite a lot of administrative work involving salaries and voyages.

"The crew on board consists of 18 persons from Sweden, Poland and the Philippines, and we have to work as a team to be able to run the ship as efficiently as possible. All the crew members contribute something, whether you are in the galley preparing food or working up on the bridge as a lookout. We not only take the ship from A to B, we also make sure that it's maintained and the crew is happy on board", says Christian.

It was Christian's father who aroused his interest in the sea and when Christian was 16, he left home to attend preparatory nautical studies at upper secondary school. After upper secondary school, he studied at the Kalmar Maritime Academy and graduated with a BSc in Nautical Science. During his last training period, Christian ended up on the *Stena Forecaster* as a cadet.

"The last day at the academy was on a Friday and on Sunday I signed on to *the Stena Forecaster* as 2nd mate and I'm really happy at Stena", says Christian.

After two years, he was promoted to chief officer and this summer he was given the chance of substituting as ship's master. Home in Östersund, he has a partner and two children and I wonder how it works when Christian is away four weeks at a time.

"Sure, I'm away for four weeks, but then I'm at home for four weeks. I have a wonderful partner who takes care of everything at home when I'm at work and in my spare time, I concentrate on my family. I'm also a sea rescue volunteer at home in Östersund and addition to training and drills, I've been on call as the captain of the rescue boat to be able to help boats with problems on Storsjön", says Christian. ☺

On 17 June, the *Stena Forecaster* took part in a rescue operation in the Mediterranean. A yacht with a crew of seven had problems with their rudder. There was a heavy sea and wind gusts of up to 25 m/s.

"This is not something we usually experience and we did what we could to help. Mainly by means of communication between shore and the boat in distress, but also by trying to shelter the boat from the wind until the coast guard and the SAR helicopter arrived. The crew on the yacht had to jump into the water and were lifted up to the helicopter by the rescue swimmer. We're happy everything went well", says Christian.

Name: Christian Engström, Stena Marine Management
Title: Chief Officer, substitute Ship's Master
No. of years at Stena: 7
Age: 30
Lives: Östersund
Family: Partner, 2 children
Interests: Skiing, snowmobiling. Sea rescue volunteer.

Name: Anders Rylin
Title: Head of Operations, Stena Renewable
No. of years at Stena: 10
Age: 39
Interests: Spending time with family and friends, hunting, cooking food and working out.

Anders Rylin has worked at Stena Renewable since the company was started up. He sat on the other side of the table and sold the first five turbines that Stena invested in and was thereafter recruited to Stena Renewable. Anders helped build up the company's project portfolio early on but in the last few years he has worked with operational and procurement questions. He has now come the full circle and since October, he is once again responsible for the project department.

Text: Anders Rylín, Stena Renewable **Photo:** Anders Rylín and Ann-Charlotte Ytterberg

The morning begins at around 6 am when my mobile phone wakes me up. Annoyingly enough for my wife, the snooze function has been invented... At 6.30, we are awake and we begin to wake up the children. Half an hour later, we leave home. We leave Charlie at Lerjan nursery school and Caspar at his school Borsgårdsskolan in Tvååker, where he has begun nursery class. I try to get away as early as possible to avoid the worst of the rush hour traffic and the queues in Gothenburg. Unfortunately at the expense of time with the children in the morning.

Monday is most often spent in the office. After the weekend, there is a small discussion in front of our screen in the corridor where we follow up KPIs and production in our facilities and speculate about the week's weather with a focus on our beloved wind! In the morning, we have an internal working meeting in the operations department about the procurement of service and maintenance agreements at one of our facilities. What should we focus on and look into before moving towards a decision?





Lunch is combined with a new routine where some of us go on a short run, today in Slotsskogen. My legs feel in good shape and I take it a bit easier after Saturday's long run.

During the afternoon, we discuss insurance questions with Henrik Berg from the insurance department.

After really boring Monday traffic on my way home, I arrive just in time for supper at 6 o'clock followed by trampoline time with the boys. By 8 o'clock, the children are in bed and at about 10 in the evening I write out my notes from the meeting and e-mail them after having dozed off in the sofa in front of the TV...

TUESDAY



Today, the alarm clock rings at 5.45 and I jump up out of bed as I need to leave 15 minutes earlier to be in time for circuit training at 7 o'clock.

The morning is spent working on the Quintet project. Unfortunately, I can't say anything more about this project until the day it becomes reality...

The afternoon is devoted to a quarterly meeting with a service supplier, which is handled by my Operations Engineer and Analyst. Everything goes smoothly and I leave the meeting to take part in a review of the necessary conditions for linking our cluster of newly developed wind farms around Uppvidinge in Småland. About 110 wind turbines in four wind farms will be added to electricity pricing area 4, where the electricity is most needed, but with costly and complicated permit processes and a large number of players involved. Stena as the largest player in the area has to be the locomotive and this, of course, places demands on us.

WEDNESDAY

Wake up with a bit of a cold. Typical!

The quarterly meeting with our supplier continues during the morning, but since it's going so well I take the opportunity to tackle the constantly growing pile of mail. I'll collate and send information to a supplier as the basis for discussions about our project in a week or so. Lunch followed by a meeting with another supplier, where we go through our project portfolio, our needs moving forward and being updated about their turbines and service solutions. Today, wind power is in a market that is extremely competitive and it is essential that every investment is based on the most cost-effective solution.

The day ends a bit earlier so that I have time to be a leader in Caspar's football practice. One of the highlights of the week!

THURSDAY

Administration with authorisation of salaries, invoices and registration of mileage logs. Discussion about the procurement of consulting assignments in the Quintet project. Collate key figures and go through documentation prior to negotiations with a service supplier on a settlement and new service agreements after which Peter Zachrisson and I hold the meeting in the afternoon. A step forward, but if they want us to renew our trust in them, they'll have to make a bit more of an effort.

FRIDAY

Working from home and can take Caspar to the bus and also he can come home directly after school instead of being at after-school care until 5 o'clock. This relieves the pressure of long days for both me and the children and enables me to be at home a bit more. During the day I spend a few hours on a joint project with Stena Recycling where we are trying to negotiate sales of second-hand wind turbines or, alternatively, dismantle and recycle them. I prepare next week's 3-day trip to exciting colleagues in the industry who have built Chinese turbines and for discussions about common questions concerning the construction of large wind farm projects and operational questions.

ALL EXERCISE IS GOOD - JUST VARY IT MORE!

The fact that physical exercise is good for you is not new, but could it be too much of a good thing? Exercising too much and too often may often have the opposite effect than the one intended. The best thing you can do for your body, mind and soul is to vary how you train. You will withstand stress better, avoid aches and pains and keep healthy and happy.

Text Malin Lundskog, Hålsa Mera

There are several reasons why more relaxed forms of exercise such as Yoga, Pilates and even meditation are on the increase. One of the most important for those of us who stress a lot, and perhaps sleep badly is their positive mental impact. Training in a relaxed way results in relaxation! Yoga and Pilates also increase physical strength and mobility, something you can benefit from if you have a sedentary job.

DO YOU WANT TO TRY? THINK ABOUT THE FOLLOWING:

- You won't get anything out of doing more advanced exercises than you are able to manage; you risk exercising the wrong muscles and perhaps even causing pain instead of the opposite. Adapt training to your own level.
- Be patient, you need to exercise to see the point of exercising. The first few times, you may feel stressed because "nothing happens". The same applies to meditation, which exercises the brain.
- You can do Yoga and Pilates without having eaten before.
- Always drink after training. Even less intensive training results in burning fat and your body needs liquid.
- However calm you want to be, give your heart love! Combine Yoga, Pilates and meditation with something that raises your heart rate. Being in good physical shape is good for creativity and stamina - both physical and mental.

With more variation, you will feel your best and be more resilient! ☺



Photo: Shutterstock.com



The new property network can be likened to a seamless network of roads with superfast motorways where all the traffic on the roads can be measured and analysed. Compared to this, the present network consists of a number of independent, unlinked roads, where one can only see the traffic on some of them.

STENA FASTIGHETER LINKS ALL ITS PROPERTIES IN A COMMON NETWORK

Lower costs, new revenue possibilities and smart services for the tenants. These are some of the advantages when Stena Fastigheter links all its residential properties in a common property network. Parallel with this, all the tenants will have access to a fibre optic network.

Text Sara Bergqvist Photo Stena Fastigheter

The roll-out of the new property network and the fibre optic network will begin in November this year – first out will be Allhelgonagatan in Gothenburg. In two years, all the residential properties will be linked and all the tenants will have access to a fibre optic network.

“We’re now building the housing of the future. At the same time as we are increasing our production to 1,000 new apartments per year, we are linking all our properties to create the necessary conditions for the intelligent home of the future”, says Christel Armstrong Darvik, CEO, Stena Fastigheter.

By linking the properties in a common network, the data from individual properties can be utilised in a more systematic way, for example, when it comes to ventilation, water, electricity, heating and locks.

“This enormous volume of data from different sensors and systems in the properties can’t be treated in the same way as data in administrative systems. This is why we are creating the necessary conditions for different aids such as artificial intelligence (machine

learning) and algorithmic calculations that will enable us to analyse the large volumes of data. Ultimately, we will be able to automate a lot of the work we currently do manually”, says Stephan Begic, IT Manager at Stena Fastigheter.

Among other things, it will be possible to automate and centralise control and monitoring of different systems in order to trim the properties, detect faults more quickly, optimise systems and make purchasing more efficient. The information can also be used to create new services for the customers.

Stena Fastigheter is currently looking at new systems that make it possible to book the laundry room in a simpler way, open the door remotely for the teenager who has been

locked out and VR technology that will open up new possibilities. One example is virtual apartment viewing in properties that have not yet been built.

“In the future, we also want to create functions and services that can generate new revenue. So far, we have looked at, among other things, security services in the form of alarms and surveillance. But it could also be a question of purely convenience services. In modern cars such as the Tesla, you can control everything in the car with the help of an app. In the same way, we want people to be able to control their apartment with the help of their mobile phone – for example, for lighting and heating or turning off the coffee maker”, says Stephan Begic. ☺

Stena Fastigheter wins Framtidsindex's award for the second time

Stena Fastigheter has won Fastigo's and the magazine Fastighetsnytt's annual award "Framtidsindex" (Future Index), this time in the category summer workers. Framtidsindex is a survey conducted every year to find out how many young people companies in the property business accept as trainees, interns and summer workers. Framtidsindex has been awarded for the past six years and Stena Fastigheter is the only company to have won the award twice.

STENA REALTY CONVERTING OFFICES INTO APARTMENTS

In the Netherlands, the market for office properties is tough, at the same time as there is a shortage of apartments. As a result, Stena Fastigheter's international property company Stena Realty is now converting an office property into apartments. If this is a success, the company could carry out more projects like this in the future.

Text Sara Bergqvist **Photo** Stena Realty

For a number of years now, there has been an oversupply of office properties in the Netherlands. This presents a major challenge when it comes to vacancy and rental levels. In conjunction with the expiry of a multi-year lease of an office property in The Hague, Stena Realty thus decided to convert the property into apartments for a better and more sustainable future return. By using smart design the building has also been transformed to a level close to new buildings when it comes to energy performance.

"It is our first residential development in the international portfolio and we look forward to delivery at the end of this year", says Ronald Visscher, Managing Director, Stena Realty.

The converted property will contain 19 2-3 room apartments of 70-100 m² in the centre of The Hague, close to the popular residential area Statenvartier.

"This, in combination with the need for a comprehensive renovation both internally and externally, meant that the property was especially well suited for conversion into apartments. They will be of very high quality and we will be responsible for the management of the property", says Jaap Muileboom, in charge of this project at Stena Realty.

Thanks to the high service level and quality of its properties, Stena Realty has succeeded in better leasing results than its competitors in The Hague. The market situation for office properties is, however, expected to continue to be challenging, which could result in the conversion of additional properties.

"Right now, we are looking into the feasibility of converting an office property in a good location close to several large shopping malls. This involves 40-50 apartments, which, if we proceed, could be completed in about 18 months. But it's not an end in itself. Instead, each property is assessed on its own merits and taking into account its long-term potential. It is part of our strategy to always evaluate innovative and creative business solutions in the dynamic real estate market", says Jaap Muileboom. ☺



Stena Fastigheter invited 600 tenants on a boat trip with Stena Line

In June, Stena Fastigheter invited its tenants in Gothenburg on a trip to Denmark with Stena Line. A total of 600 tenants went to Denmark on two different trips.

Text Sara Bergqvist

The trip to Denmark is one of many activities within the framework of Stena Fastigheter's work with Relationship Management®, which is about creating safe and pleasant residential areas.

"We think it's important to spend time with our tenants and listen to what they think about their accommodation. We're working continuously on developing our residential areas and we do that best together with our tenants", says Sari Isberg, Relationship Manager at Stena Fastigheter Gothenburg.

There was a lot of interest in the trip, and as a result the 600 tickets ran out in only a few hours. In addition to the actual trip, a buffet and different activities on board were also laid on for the tenants.

Stena Fastigheter to invest still more in housing

In order to produce more apartments more rapidly, Stena Fastigheter will now double its production of new apartments on its own land.

Text Sara Bergqvist

In the last few years, Stena Fastigheter's goal has been to build 500 apartments every year in the three metropolitan regions in order to satisfy the large demand for existing apartments. The National Board of Housing, Building and Planning estimates that a total of 700,000 new apartments will be needed in Sweden up to 2025.

"This means that we are now doubling the rate to 1,000 apartments per year", says Christel Armstrong Darvik, CEO, Stena Fastigheter.

So far, Stena Fastigheter has built mainly rental apartments, but in the future, some of the newly produced apartments will be tenant-owned.

"By building a mix of both rental and tenant-owned apartments we are strengthening our residential areas and increasing freedom of choice for our customers", says Christel Armstrong Darvik.

To develop the tenant-owned apartment business, Stena Fastigheter has employed Jakob Mörndal as a tenant-owned apartment strategist. Jakob will take up this new position on 1 November and will report to CEO Christel Armstrong Darvik. Jakob comes from Klövern AB.



Download a QR reader app to your phone and scan this code to get to the digital version of SfärNytt.

THE STENA SPHERE Management Organisation

Dan Sten Olsson, CEO

Staff

Staffan Hultgren, Structure, Systems & Control

Peter Claesson, Finance

Eva Hansdotter, People & Soft Values

Sphere coordination group

Dan Sten Olsson, CEO

Carl-Johan Hagman, Shipping & Ferry Lines

Tom Welo, Offshore Drilling

Christel Armstrong Darvik, Property

Anders Jansson, Recycling, Environmental Services & Trading

Martin Svalstedt, New Businesses

Staffan Hultgren, Structure, Systems & Control

Peter Claesson, Finance

Eva Hansdotter, People & Soft Values

BUSINESS AREAS

The revenue for the Stena Sphere 2016 is estimated to MSEK 48,700 with a result after financial items at MSEK 1,400*.

SHIPPING & FERRY LINES Carl-Johan Hagman		OFFSHORE DRILLING Tom Welo	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	ADACTUM Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
SHIPPING Carl-Johan Hagman MSEK -60	FERRY LINES Niclas Mårtensson MSEK 590	MSEK -580	MSEK 600	MSEK 200	MSEK 250	MSEK 200
Stena Rederi Stena RoRo Stena Bulk Stena Teknik Northern Marine Group Stena Maritime AG	Stena Line	Stena Drilling	Stena Fastigheter Stena Realty BV	Debt financing Treasury Trading / Long term investments Risk management	Blomsterlandet Envac Stena Renewable Ballingslöv Gunnebo 26% Midsona 25%	Ferrous & Non-Ferrous Metals Aluminum Recovered Paper Environmental Services Electronics Recycling Oil Steel Components Trading Finance
Concordia Maritime						

OWNERS

STENA AB
MSEK 1.000

STENA SESSAN AB
MSEK 200*

STENA METALL AB
MSEK 200

Beijer Electronics
29,8%
Concordia Maritime
52%

*Excl. Meda premium profit of SEK 4 billion