

# SFÄRNYTT

NO. 77, DECEMBER 2016

TO ALL EMPLOYEES IN THE STENA SPHERE

INAUGURATION OF

## STENA NORDIC RECYCLING CENTER

NEW WAYS OF WORKING  
DELIVER SUCCESS

MARINE AND OFFSHORE  
TRAINING CENTRE OPENED





# Stena Leadership and way of working towards future success

“Creating Global Excellence by making People and Opportunities visible” is not only our people vision, it is also the name of the series of articles that have been published in SfärNytt during 2015 and 2016. We have published eight articles in total and you are able to read them all in the digital version of SfärNytt. (Scan the QR code below).

Making people visible is very much about making people's capabilities visible. Visible for both the organization and themselves, to realize what you are actually able to do if the opportunity is there to develop to your full potential.

So far the initiatives launched have been very much around leadership. We will continue with the leadership initiatives, by launching additional programs, but

we will also now move more into the area of new ways of working with a special focus on team dynamics, innovation and digital transformation (Stena Challenge and Stena Turntable being examples of these new initiatives).

**To get the best out of people, you have to believe the best is in there!**



*Eva Hansdotter*  
HR Director, People, Soft values and Organizational Excellence

Photo: Shutterstock.com

## 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:** 6 February **PUBLISHING:** 8 March

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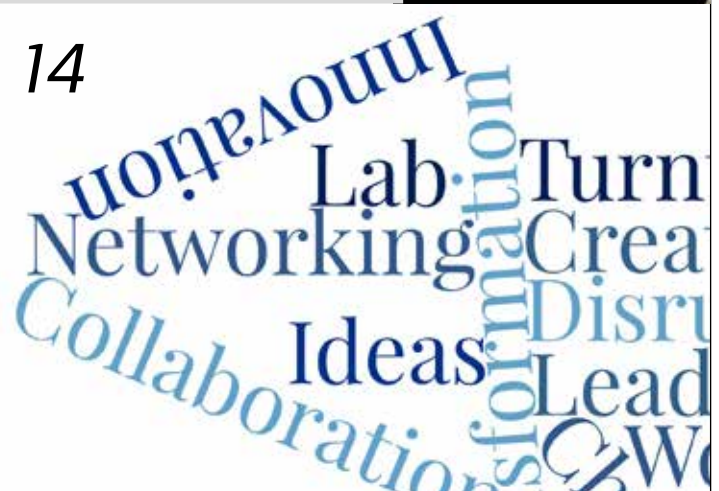
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# CARE IS THE HEART AND SOUL OF STENA LINE

Part of creating Stena Line's strategy was forming the values that will support the realisation of it; care for customers, care for each other and care for resources.

Text Sofia Ivarsson, Stena Line Photo Stena Line



Care has been a guiding principle for Stena Line and Stena AB from the start, and is a key theme of Dan Sten Olsson's White Book, which outlines the company's principles and convictions in 16 pages. But if values are to be more than words written on paper, they must be used, discussed and updated. Work is now under way to ensure these values guide everything Stena Line does. But what does this really mean? Markus Lindbom, who was involved in defining the values, explains.

"Stena Line's vision is clear: to connect Europe in a sustainable way. The hard values in this regard include earnings, portfolio of vessels and ports, while the soft values refer to attitudes, behavior and company culture," says Markus Lindbom.

Values are linked to behaviours and attitudes, and should be a natural part of our working day.

"If we understand where we come from, stick to our owner's core values and look to the future, we'll get it right. We need a common view of where we're headed and

how we'll get there," says Markus.

Most companies have a set of values which defines them. Ikea, for example, stands for simplicity and cost-efficiency. Volvo is identified by trust and passion, Mercedes-Benz with discipline and integrity. Stena Line stands for care, through three objectives: «Care for our customers, care for each other and care for resources».©



Niclas Mårtensson,  
CEO, Stena Line.

## Niclas Mårtensson sums up the year and looks ahead

How would you sum up 2016?

"Stena Line had a great 2016, both in terms of volumes and result. We've seen good growth in both customer segments, with income rising as a result, and the low bunker price has also helped. All in all, Stena Line will deliver excellent results for the year, and I think this is something we can all be

pleased with and take pride in. Another highlight during the year was the order for four new vessels, which will strengthen our fleet and network from the end of 2019. I also want to highlight our strategy, which outlines the path towards our vision of 'Connecting Europe for a sustainable future' and our ability to commercialise the company. Just recently a new Group Management team and organizational structure was introduced to support realisation of the strategy."

What are your expectations for 2017?

"In 2017 I want us to establish a more simple, effective organisation which makes us faster, more decisive and more adaptable. During the year, we'll be aiming to come closer to our customers and focus more on service. My personal goal is for those of us in Group Management to be as clear and accessible as possible. I also hope the bunker price stays low, but this is more in hope than expectation." ☺



### CARE FOR OUR CUSTOMERS

Customers should come first; without them, there would be no Stena Line. But to meet customers' needs, we need to understand them. To make this happen, everyone working at Stena Line should show interest and commitment by really listening to and considering the needs of customers. For Stena Line, a business with a high level of customer contact each day, it is also important to understand that the internal culture, which is created between management and staff and among colleagues, affects the customer's experience. If this is positive, we create value for the customer and make money.

«It could be as simple as saying hello and asking if you can help with anything.»



### CARE FOR EACH OTHER

Care also refers to how we treat each other. Much of this is about creating interaction so that employees with different experiences and ideas get the chance to inspire each other – not just at the coffee table, but in a more structured way. A good attitude and a positive outlook are key to creating inspiration and innovation. It's also about clarity of leadership, and what the company expects of each individual.

«Our industry is not an individual event but a team sport. This means sharing experiences, supporting each other and daring to ask for help.»



### CARE FOR RESOURCES

Sustainability – financial, environmental and social – is one of the key aspects of Stena Line's strategy. This means employees have to realise sustainability isn't just a management initiative; everyone can make a difference by focusing on important areas each and every day, hour and minute in order to create change.

«What is most important in my working day right now? Should I do the same thing as always or think again, and try something new?»

## Stena Britannica first out with the new look

As the first vessel in the fleet, Stena Britannica got the new updated livery with green waves complemented by our vision «Connecting Europe for a Sustainable Future». This is the new standard for Stena Lines ships livery and will be implemented on our vessels in connection with planned dockings.

## We bring Christmas to you!

Last year Stena Line introduced Santa Line. This year we want to continue to elaborate and emphasis on the name Santa Line. The purpose with the campaign is to establish Stena Line as first choice when it comes to enjoy Christmas at sea, either if it is for shopping, travelling, short weekend or going home.

## Docking in the diary

From the end of October to the end of March, a number of docking periods are scheduled on the North Sea, Baltic Sea and Irish Sea. Nine ships are set to dock during the period, which means complex planning of replacement vessels. This time, the replacement ships are mainly vessels from Stena Line's own fleet, which means rotation can be carried out as cost-efficiently as possible.

## Stena Germanica completes first voyage on methanol

23 September saw Stena Germanica sail its first full voyage running on methanol. This key project milestone was celebrated with Swedish «fika» on arrival to Göteborg.

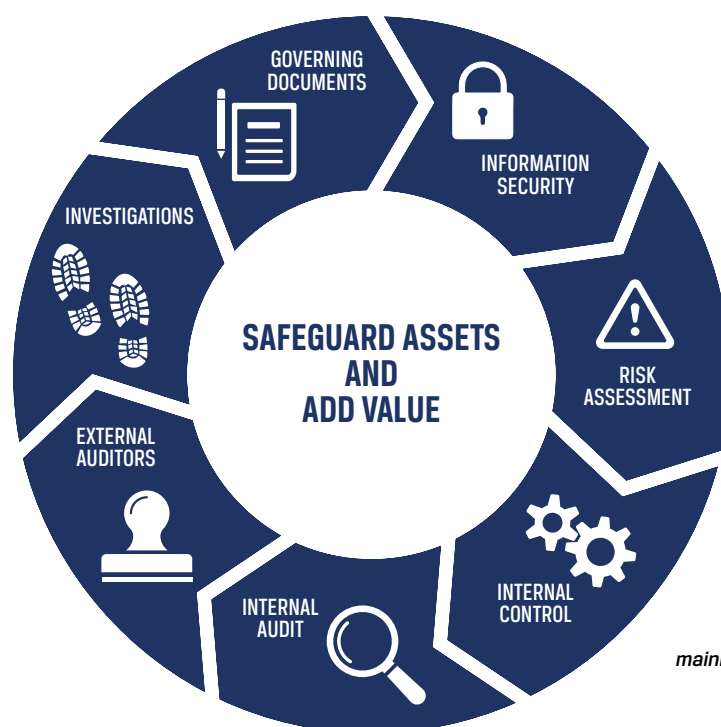
"This is the first crossing where the vessel ran only on methanol. The voyage went really well, with no surprises, and the crew celebrated with coffee and cake when arriving in Göteborg," says Håkan Schlumpf, Chief Engineer on Stena Germanica.

"This is a result of our sustainability project, which started in 2013, which focuses on developing the fuel of the future. The crew and our partners on the project have been highly committed and focused on achieving this maiden voyage on methanol. Thanks to all involved and keep up the good work," says Bjarne Koitrand, Technical Operations Director.

# CORPORATE GOVERNANCE ADDS VALUE

Corporate Governance is an important resource in the Stena AB group for protecting the group's assets. By actively supporting and working preventively with risk management, information security, internal control and best practice, the department contributes to adding value throughout the organisation.

Text Sara Bergqvist Illustration Victoria Edström Photo Ann-Charlotte Ytterberg



*The illustration shows focus areas mainly regarding financial reporting and secured information.*

Corporate Governance provides the framework for how everybody working at Stena should act and behave in order to ensure that legal requirements and the owners' expectations are met. The department covers a large area and contributes to creating prerequisites for effective business with good information security and high quality of the financial reporting as well as minimising the risk of fraud. With structured risk analyses, the focus is primarily on handling risks in association to financial reporting and information security for the whole Stena AB group.

"We want to be regarded as a resource that can be used to improve business and ultimately results. Since we function as a hub for the whole group in regards of these questions, we can be contacted for help with best practice

and thus avoid reinventing the wheel", says Caroline Jakobsson, Head of Corporate Governance.

Together with Magnus Carling, Chief Information Security Officer, and Diana Marasović, Controller, she is responsible for the department's work, which is both preventive and examining with the aim of protecting Stena's assets. Its preventive work involves, among other things, preventing fraud, ensuring the highest quality of the financial reporting and blocking threats to information security such as phishing, sabotage and information leaks.

"If something like this does happen, it could have major consequences, which is why our preventive work is extremely important. We must work in accordance with best practice in

order to minimise the risk of damage and our work enables us to quickly share experience from different parts of our operation", says Diana Marasović.

Corporate Governance provides the framework for how Stena's different business activities should operate by means of clear policies, routines and regulations. In practice, this means making sure that all the companies and business units have good processes and routines that are complied with.

"In business, you have to take risks, but our work is based on minimising undesirable risks. We focus on the areas where the probability of mistakes being made or fraud occurring is highest. One such area involves payment routines where we have been exposed to attempted fraud from outside Stena. We are working



continuously to rectify any shortcomings and we review the routines of each company”, says Caroline Jakobsson.

Internal control in a company involves ensuring that the necessary policies and routines are in place – for example, two persons must always authorize an invoice for payment as well as the payment – which is part of the obligatory Authorization instructions. Internal audit, on the other hand, involves checking whether this also functions in practice. Preventive internal controls are carried out on a regular basis for all the companies, while internal audits focus more on targeted measures.

“Apart from this, you are welcome to contact us if you want help in ensuring that routines and processes – for example, when changing business activities, are in accordance with best practice”, Diana Marasović points out.

Corporate Governance also has the responsibility for collaboration with the group’s external auditors PwC, when it comes to external audits.

“This autumn, we have also negotiated new frame agreements for the big four audit firms and also drawn up a new work procedure to reduce the costs”, says Caroline Jakobsson.

An important part of Corporate Governance’s work is the investigations related to different forms of fraud. For example, phish-



ing e-mails received by a number of persons at Stena have been a big problem.

Another important area at Corporate Governance concerns information security. In recent years, criminal activities such as phishing, blackmail, hacking and destructive attacks have increased sharply. Thus, the objective is to create a solid and living security culture.

“To protect a house, you need locks on the doors, a burglar alarm and perhaps bars on the windows in the cellar. But for somebody who wants to break in, a single small break in the chain is enough and it’s the same for us at Stena. So it’s a matter of understanding all the challenges, but also a balance of security and function so that the daily work isn’t hindered when it comes to business activities”, Magnus Carling points out.

In his view, one of the biggest risks is human behaviour.

“One risk is that you are in a hurry and don’t comply with existing processes, regulations and policies. Technology can protect us from a lot of things, but not if you leave your laptop unlocked, talk about secrets on a flight or happen to click on links with viruses in false e-mails”.

Using the management system for information security provides a solid foundation to stand on when it comes to minimising and managing risks.

“Because it’s an overall framework, you are welcome to get help from us to bring it down to a local level”, says Magnus Carling.

How we should behave is also described in Stena AB’s Code of Conduct. Over the last six months, all the employees have had access to an e-learning in this area, something that has been much appreciated in the group.

“In conjunction with this, we have also developed an external and anonymous whistleblower function. But our focus is on having such a good preventive approach that it should only need to be used in very few cases”, Caroline Jakobsson points out.

A relatively new area in Corporate Governance is the handling of trademarks and domain names. Here, applications should always go via Corporate Governance.

“Everybody is welcome to get in touch with us if they have questions about this”, says Diana Marasović. ☺

## This is how Corporate Governance can help your business achieve better results.

- **Changes in business activities:** Corporate Governance can contribute with help with processes, routines and policies – both when it comes to best practice and knowledge of different regulations.
- **"Best practice":** Helping with best practice in different areas results in more efficient and secure business. Designing key controls and working with the UK Bribery Act are two examples of this.
- **Knowledge of regulations:** Corporate

Governance can assist with valuable knowledge about different laws and regulations, for example, The Data Protection Act and different laws and regulations governing sanctions.

- **Routines, processes and policies:** The necessary conditions for a more effective business can be created by using the templates and best practice Corporate Governance has at its disposal.

- The management system for information security can be found at <http://security.stena.com>
- More information about Corporate Governance can be found at InForum.

# CLYDE TRAINING SOLUTIONS MARINE AND OFFSHORE TRAINING CENTRE OPENED

The Northern Marine Group has further expanded its training capabilities with the opening of a marine and offshore training centre by its new subsidiary company Clyde Training Solutions (CTS).

Text and photo Andrew Gibson, NMG

**C**TS – a newly established Clyde Group company - is now offering an extensive range of onsite accredited maritime safety courses to an international market at its complex on the banks of the River Clyde in Glasgow.

The Clyde Group, which includes Clyde Marine Training, was welcomed into the Northern Marine Group of companies in 2016.

Phase one of operations at the centre has created in the region of 30 jobs with potential operational growth likely to create future employment.

The centre offers multiple classrooms, dedicated deep-water pool, HUET (Helicopter Underwater Escape Training module), and full fire training ground complete with training stack and helideck, all within easy reach of Glasgow Airport and Glasgow city centre.

Accredited courses aimed specifically at the

offshore and oil and gas industries are soon to follow.

Hugh Ferguson, Northern Marine Group Managing Director, said: “By welcoming the Clyde Group into the Northern Marine Group of companies, an opportunity was created to develop current Clyde Group service lines as well as create new ones.

“This is evidenced with the opening of this state of the art facility; a major asset for the Northern Marine Group and Stena.

“Clyde Training Solutions marks a new chapter in the history of both the Northern Marine Group and the Clyde Group, and represents a significant leap forward for one-stop-shop maritime and offshore training; available to maritime, offshore and oil and gas professionals in the UK and further afield.”

Colin McMurray, CTS Director, said: “I am delighted to say the first phase of operations at Clyde Training Solutions’ new

purpose-built training facility has begun in earnest.

“This facility can match any of the top marine and offshore training centres in Europe, with our accredited maritime training offering now conducted by our specially selected team of experienced industry trainers.

“Soon we will also be offering courses dedicated to the offshore and oil and gas industries, at our accessible Greater Glasgow location.

“We are working with international training standards providers, such as OPITO, in order to deliver mandatory safety training required for those working on offshore vessels and oil and gas installations.”

Courses from the Standards of Training Certification and Watch keeping (STCW) are accredited by the Marine Coastguard Agency (MCA). ©



Pool training.



CTS Staff Photo, left to right: Kris McDonald, CTS Centre Manager; Joyce Downie, Clyde Group Managing Director; Colin McMurray, CTS Director with CTS Training and office staff.



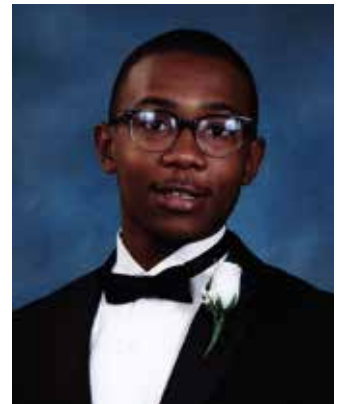
# Two Students receive Concordia Maritime (Bermuda) Ltd. scholarships

At a recent presentation, Concordia Maritime (Bermuda) Ltd. awarded scholarships to two well-deserving young Bermudians. The two awardees were Joshua Santucci-Smith and Erin Greig.

Text Angelique Burgess/Birgitta Plyhm Photo Concordia Maritime



*The Taran Card - Scholarship Committee member, Angelique Burgess - Scholarship Chair, Erin Greig - recipient, and Pilot Mario Thompson Scholarship Committee member.*



*The recipient Joshua Santucci-Smith.*

Joshua, a recent dual graduate of the Berkeley Institute and Bermuda College, received a three-year scholarship and has commenced his freshman year at the University of Tampa. He has a keen interest in the marine environment and will be studying for a Marine Science Biology degree. Joshua's career ambition is to be a Marine Geneticist.

The second recipient to receive a scholarship was Erin Greig. For the past several

years, Erin has been working on sail training vessels to gain the relevant sea time requirements to attend Warsash Maritime Academy's Officer of the Watch unlimited certification programme. Erin recently finished working as a 4th Officer on *the Picton Castle* sail training vessel at the beginning of September. Her career goal is to advance to the level of Master Mariner. Upon completion of her training and after gaining more experience, she plans

to return to Bermuda and encourage other female Bermudians to enter the maritime industry.

The Concordia Maritime (Bermuda) Ltd. scholarship was awarded for the first time in 2011 with the primary goal of offering scholarships to students who are interested in marine or maritime related careers. ☺



Unga Aktiesparare (young investors) from the East/West Göteborg district visited Concordia Maritime at its head office in the Denmark Terminal. CEO Kim Ullman and CFO Ola Helgesson provided a good insight into the company's activities and with the guests showing great interest and engaging in lively discussions. Among the questions that came up were oil prices, emission regulations, Swedish crews, the job of charterer and pirates.

*Kim Ullman, CEO, Concordia Maritime, Daniel Bergman, Ola Helgesson, CFO, Concordia Maritime, Olivia Larsson, Thomas Johansson, Besian Istrefk, Jonna Sandström, Sanna Petersson and Filip Andreasson.*

# #neweconomy

## THE NEW ECONOMY VERY OFTEN STARTS AT THE CUSTOMER PORTAL

*Impressions from one week in Silicon Valley. Fifteen meetings in four days with my colleagues, Mats, Amer, Marie, Annika and Eva. It was tough but exciting.*



**T**he first impression is abundantly clear that mature as well as new organisations, are transforming into a **new way of working**. It is called 'new economy' versus 'old economy'. In the old economy, focus is mostly on the production part or the execution of delivering products or services. That is changing. With

the emergence of big data, the advancements of machine learning and the fact that computing power is now a commodity, businesses are focusing on building software, automating processes and focusing fully on the customer touchpoints. The value of the business has moved from owning the process to controlling the data and leveraging it using Artificial Intelligence (AI) to provide relevant and personal experiences.

How does this change production in the real world? Let me give you an example. Let's look at everyone's personal favourite task, the handling of receipts and expenses! Today, we need to document them, inputting them into our systems, approve them, send them away, pay out on salary and so on. All in all, 11 steps in the complete process!

Now, let's look at how this can be done when using a new way of working.

Take a picture of the receipt and get paid in real time, done. That's all it takes. One step. Using Artificial Intelligence (AI) that can determine, if the expense is valid, book and pay it. If it's unsure, then we step in to teach it. With this solution we can remove costs and time consuming tasks that doesn't add any value to the business. We are already experimenting with this technology.

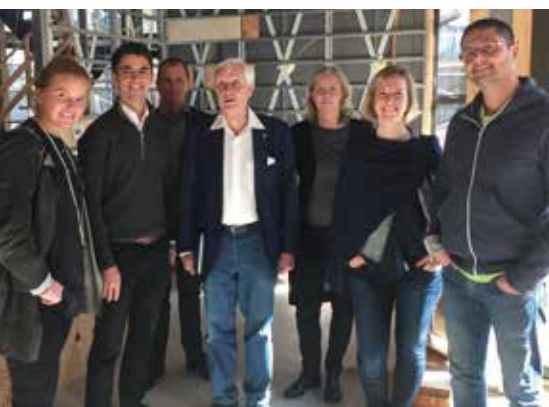
Another aspect is Virtual Reality expe-

riences for our customers. With a pair of glasses you are physically still in the room, but physically your eyes see and your senses experience another world. Such services can comparatively easily be incorporated in our business.

We met a US recycling company, a start-up with global ambitions, building their business entirely on digital interaction with their clients. They do not own any recycling yards, containers or vehicles. It all starts with the portal and from there by contracts with various suppliers, they serve their clients. For Stena Line and the taxi service UBER it also starts with the portal. From there we communicate with our customers. From there we invent the services that answer their questions and demands. Our deliveries must be very personal. Our customers want to know exactly what is happening to their ordered product or service. Often they want to add features to their orders. In recycling, they want to be certain of how exactly their material has been recycled. We need consistently to be in contact with our customers and our physical production has to or will be totally transparent to the outside.

Not only that. The next step is that our computer machine, using our capabilities and capabilities from our partners, indepen-





*Dan Sten Olsson with Marie Eriksson, Charles Bovet from BONE Structure, Mats Törning, Eva Hansdotter, Annika Elfström and Amer Mohammed.*

dently invents and puts together products corresponding to the demands from our customers.

Many projects are going on right now. It is all, as before, in Stena history. We need to be the first on the ball and not the second. **To succeed we need more than ever collaboration between ourselves, our partners and with our customers.** Both this year's and next year's theme in addition to digitalization is Collaboration.

To invent everything ourselves in this environment is not possible. Not only ourselves need to be inventive, we also need inventive partners. Start-up companies form a formidable part in the Silicon Valley. To team up and collaborate with new companies is also a must for us.

- Everybody is entitled to any information, they need, to achieve a good result. Information must therefore be open and transparent. Everybody is also obliged to inform their colleagues of such things that can help them to achieve good results.

'Stena Digital Transformation Lab' and 'Stena Metall Digital Innovation Team' are two networking groups within Stena for transformational innovations. Both teams will explore and experiment with new tech-

nology and new ways of working. They will also map all initiatives so we easily can learn from each other. With lean production and continuous improvements we are successfully striving on everywhere in the various Stena companies. Raising our ambitions to try new business concepts using new technologies is a new challenge, we need to embrace.

Does this mean we are all going to become software companies? No! The trick is to live in the two worlds, our ongoing traditional business and the new business opportunities digitalization can open up for us. Leadership is about connecting those two worlds and show the way.

- When companies started to use electricity in their production, it did not mean that they became electricity companies, but only those survived that started using it.

Not to change continuously is therefore not an option. Unless, we look forward to disappearing, we must embrace it.

It is all very exciting. Thank you for a solid work in 2016. Looking into the future I cannot wait to see, what 2017 will bring.

Wishing you a Good Christmas, Happy Holidays and a Happy New Year!

*Dan Sten Olsson  
Gothenburg December 2016*



# INAUGURATION OF STENA NORDIC RECYCLING CENTER A SUCCESS

26 October was the big day: the inauguration of Stena Nordic Recycling Center, one of the most modern recycling facilities in Europe. It was a festive day and a successful customer event characterised by good collaboration and a strong ambition.

Text and photo Stena Metall

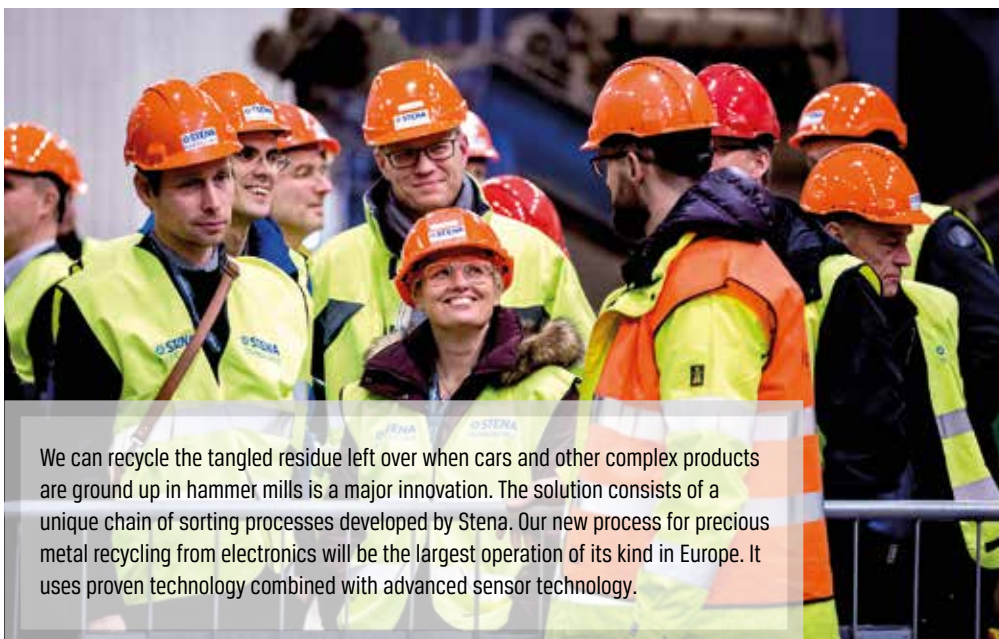
At 433,000 square metres, the site is as large as 80 soccer pitches.



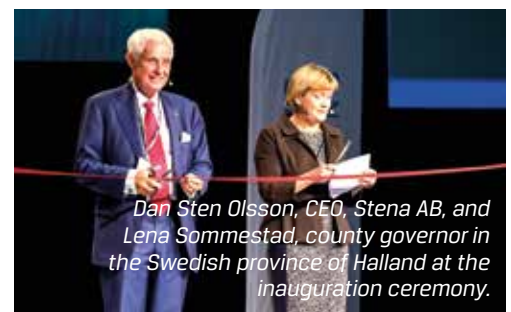
Magnus Hellstyen, Volvo Cars, was the keynote speaker at the seminar on sustainable business.



Wearing a VR headset, visitors could watch the new process for precious metal recycling.



We can recycle the tangled residue left over when cars and other complex products are ground up in hammer mills is a major innovation. The solution consists of a unique chain of sorting processes developed by Stena. Our new process for precious metal recycling from electronics will be the largest operation of its kind in Europe. It uses proven technology combined with advanced sensor technology.



Dan Sten Olsson, CEO, Stena AB, and Lena Sommestad, county governor in the Swedish province of Halland at the inauguration ceremony.



The guests were given an impressive guided tour where they got to see all the advanced processes.



*"The Stena Metall group has been working towards a sustainable and circular economy long before these words began even to be used. Thanks to Stena Nordic Recycling Center, we are satisfying today's and tomorrow's demands on efficient, environmentally sound and sustainable recycling".*

This was said by Lena Sommestad, formerly Minister for the Environment and now county governor in the Swedish province of Halland, when she spoke to the more than 400 guests. In her speech, she conveyed the combination of pride and admiration that characterised the whole ceremony.

#### **SATISFIES THE EU'S REQUIREMENT FOR THE RECYCLING OF CARS**

By combining new technology with proven processes, recycling is taken to a whole new level in the new facility. More material is recycled and less needs to be landfilled. More material can be given new life in new products. This means, among other things, that Stena Recycling can now meet the auto industry's challenge of satisfying the EU's requirement for 95 percent recycling rates for scrapped cars.

#### **SEMINAR ON SUSTAINABLE BUSINESS**

The guests attended an inspiring seminar about how Stena Recycling and Stena Tech-noworld create sustainable business together with their customers. The keynote speaker, Magnus Hellsten, Senior Vice President, Quality & Customer Satisfaction at Volvo Cars, emphasised the importance of the new facility for a sustainable Volvo.

"It's extremely important, not just the facility itself but also the people who work

here and the know-how here. Our collaboration with Stena is a very good example of how we can jointly move forward".

#### **IMPRESSIVE GUIDED TOUR**

After the seminar, the guests were given an impressive guided tour of the whole facility where enthusiastic employees showed and explained how the technically advanced processes function.

"The whole inauguration was a very successful customer event. I think that all the guests took with them a picture of a company at the absolute cutting edge when it comes to advanced recycling and expert knowledge in resource handling", says Lovisa Andersson, Brand Manager in the Stena Metall group and project leader for the inauguration.

#### **ADVANTAGES OF ECONOMIES OF SCALE**

Before it was time to cut the ribbon, Dan Sten Olsson noted in his speech that the investment in the new facility is a natural step to take bearing in mind the size to which the Stena Metall Group has grown today.

"Above all, this investment means that we are making good use of our size. Thanks to economies of scale, we can be more rational and be in a unique position. Today, we already recycle more than five million tons of materials per year. With Stena Nordic Recycling Center, we are now better at recycling a greater number of fractions and, therefore, can produce even more raw material resources", said Dan Sten Olsson before cutting the red ribbon together with Governor Lena Sommestad. ☺



Anders Jansson, CEO  
Stena Metall Group.

## **"We will continue to grow"**

**With a strong focus on customers and continuous improvements while maintaining financial discipline, the Stena Metall Group, despite challenging market conditions, has advanced its position and continues to grow. The profit for the financial year 2015/2016 was 305 MSEK.**

"In the light of the tougher market situation, I am relatively satisfied with our performance, despite lower profits than the previous financial year. Our shared business acumen gives us a solid foundation, and by maintaining financial discipline and continuously improving all parts of the Group, we have continued to advance our positions".

This is how Anders Jansson, CEO, the Stena Metall Group, comments on the recently concluded financial year and he continues:

"It has been a year when we began to see the results of our investments in recent years. At the same time, we are in the middle of an intensive investment period. We have established Stena Nordic Recycling Center and launched two of the three planned production stages. During the year, we also acquired the recycling company IL Recycling and the steel company Gujab".

#### **Where will your focus be in the future?**

"First and foremost, I am convinced that we will have to learn to live with, at times, market uncertainty and major price fluctuations. Consequently, we cannot rely on support from the market; instead, we must vigorously continue our improvement work. The rate of development is high in all parts of the Group and we have many interesting projects in progress.

We have built up a very strong base and will continue to grow, primarily organically. But when the time is right, we will supplement this with acquisitions like IL Recycling", says Anders Jansson in conclusion. ☺

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You are welcome to visit our newly launched websites [stenametall.se](http://stenametall.se) and [stenametall.com](http://stenametall.com) and read more about the Stena Metall Group's eight business areas. Here, you can also find the Annual Report for 2015/2016.

## **New films in conjunction with the inauguration**

Prior to the inauguration, a film was launched with the theme that 95 percent of cars can now be recycled – and live on thanks to the new processes. The keynote speaker at the inauguration, Magnus Hellsten, Volvo Cars, loved the film and made sure that it was shared in their social media channels. An animated film was also launched in order to show in a simple way how the processes function.

Watch the films and why not share them on LinkedIn and in other social media channels. The films can be viewed on Stena Metall Group's website: [stenametall.com](http://stenametall.com). Click on "Stena Metall Group" and then "Stena Nordic Recycling Center". Or use the QR code.





# NEW WAYS OF WORKING DELIVER SUCCESS

Stena has a long tradition of entrepreneurship and innovative work, which will continue to be important to develop in the future. In a world where the rate of change is increasingly rapid and where new business opportunities are being created with new technology, companies will need to be good at developing their existing business at the same time as they have the ability to create business opportunities in new business areas with new technology. If we are to be able to successfully handle both, we will need to develop our leadership and ways of working.

**Text** Sara Bergqvist **Photo** Dan Ljungsvik

Good leaders are a crucial factor in the creation of a successful organization where people create value every day and at the same time can develop their full potential.

“Our leaders must know their co-workers, hold a dialog with them about how they can best develop both themselves and the company, and thus show the way without being in the way. This requires a special sort of leadership where you have to dare to relinquish control”, says Eva Hansdotter, HR Direktör, People and Organizational Excellence.

“The question is not whether we have employees who have the potential to achieve great things, we do – the question is how we can best liberate this potential. Because it requires both reflective leadership and new and innovative ways of working”, says Eva Hansdotter.

The Stena Leadership Program (SLP) and GROW have been important steps in the development of this type of leadership. In the last two years, 140 persons have participated in SLP and 100 in GROW. In the case of SLP, yet another

course with 20 participants will be held at the beginning of next year, while GROW is being held on an ongoing basis. All leaders at Stena are also able to build on their expertise with courses and programs in Stena Leaders' Menu.

“Our investment in leadership continues, but we are now adding yet another pillar – new ways of working in order to seize opportunities in the future”, says Eva Hansdotter.

The new ways of working involve to a large degree collaboration across borders, which is also a theme for this year's Sphere Forum. Collaboration could, for example, take place in networks, project organisations and expert communities within or outside the company where employees participate in temporary projects and constellations parallel with their normal work.

“Today, we're very good at developing what we are already doing in order to be even faster and to raise quality – what we call Core Innovation. But in order to create truly transformative innovations, we need to work in other ways and challenge our present way of thinking. This

means constantly developing oneself and thinking in new ways, not just in fits and starts, but also continuously in one's everyday work”, Eva Hansdotter points out.

To be able to inspire, support and develop new ways of working, Eva's own organisation is undergoing a transformation.

“We are introducing a “Digital Transformation Lab” which, under Annika Elfström's leadership, will function as a virtual networking organisation. That is, we are not increasing any of our own resources; instead, we are working together with persons out in our companies, who will spend part of their time in the lab. At both Stena Line and Stena Bulk and Business Administration, there are already persons ready to connect with the lab.

“In future numbers of SfärNytt, we will be talking more about both this and the different initiatives we are taking to change our way of working – for example, Stena Challenge, Stena Turntable and the Digital Transformation Lab”, says Eva Hansdotter. ☺



*Eva Hansdotter, HR Director, People, Soft values and Organizational Excellence*

## TOPICAL RIGHT NOW - LEADERSHIP

- Stena Leadership Program (SLP): Seven courses with a total of 140 participants have been held. An eighth course will begin next spring.
- GROW: Five courses with a total of 100 participants have been held. Courses are provided on an on-going basis with three new courses planned for 2017.
- Stena Leaders' Menu: Courses and seminars for all leaders and specialists at Stena are provided on an on-going basis.

## TOPICAL RIGHT NOW - NEW AND DIFFERENT WAYS OF WORKING

- Stena Turntable: Reverse mentorship where young start-up persons function as mentors of senior leaders at Stena. At present, 10 pairs are taking part in the project, which will finish next spring.
- Stena Challenge: A program where participants work for a number of months on a cross-company project, which is of great importance to the group, parallel with their normal work. Four projects are in progress with a further two beginning soon.
- Digital Transformation Lab: A new digital innovation lab is in the pipeline. More about this in the next number of SfärNytt.



# AT THE FRONTIER OF THE OIL INDUSTRY

Following the Fast Track Drilling Program, Nick Ward has made a rapid career progression. He advanced from engineer graduate to Operations Engineer in Stena Drilling's operations team, in two years, and currently finds himself at the frontier of the oil industry.

Text Anders Lindgren Photo Stena Drilling

Nick Ward from Glasgow, Scotland, joined Stena Drilling through the Fast Track Drilling Program, a trainee programme for young graduates that lets the aspirants get into the action 'hands-on' by working alongside the rig crews on board Stena Drilling vessels.

"I applied and was admitted to the Fast Track Drilling Program at Stena Drilling in 2012. I started aboard *the Stena IceMAX* stationed in French Guiana and followed the programme up to my current position as Operations Engineer. Through the programme I was exposed to engineering in the offshore industry and got training from various different departments onboard a drillship," he says.

Nick completed his training in 2014 and is one of four Operations Engineers in Stena Drilling's operations team.

"It's a varied role that involves analysing and reporting operations statistics, assisting in tenders, planning for new wells and providing day to day support to rig operations."

The 28 year old Operations Engineer is hardworking, resourceful, flexible and adaptive and loves human interaction.

"I work with many clients and every vessel has a large crew, so I get to meet many people. It's both the most challenging and most rewarding part of my job. I quickly have to build relationships as I move from job to job. It suits me perfectly since I get on well with people and really enjoy it," he says.

"I also like the technical part of my job, and I'm keen to learn every part of it, even things outside my role just because I find them interesting," he adds.

## A CELTIC FOOTBALL FAN

When he's not working or studying, he's currently going for a second Masters, he likes to play and listen to music.

"Music is a great passion of mine and I play guitar. I often have earphones on when I'm working as well. My other passion is football, especially the Celtic Football Club, and I try to play it as often as I can."

Being an engineer is in line with his ambitions as a youth, but he ended up in the oil industry more or less by accident.

"But it was a happy accident," Nick says, with a smile. "When I was studying civil engineering at the University of Strathclyde in Glasgow I saw that BP offered GBP 2,000 scholarship and an internship. I needed the money, so I grabbed the opportunity and got the internship as a bonus."

"Having completed my master's degree (and the internship) I returned to BP and eventually found myself on the drillship *Stena Carron*,



**Name:** Nick Ward, Stena Drilling  
**Title:** Operations Engineer  
**Years in Stena:** 4  
**Age:** 28  
**Lives:** Aberdeen  
**Family:** Singel (mother, father, a brother and two nieces)  
**Interests:** Listen to music, play guitar, read, play and watch football.

which they chartered at the time. Aboard *the Stena Carron* I got a good sense of Stena as a company and saw better career opportunities with them. So, I applied for the Fast Track Drilling Program at Stena Drilling and got admitted."

## MANY INTERNATIONAL ASSIGNMENTS

Stena Drilling's eight vessels operate all over the globe, which means that Nick gets to travel to many locations far-off Aberdeen. During the last two years he's been stationed in Singapore, Perth in Australia, the Canary Islands and, currently, Guyana in South America.

"It's close to where I started my journey with Stena. Here, I'm assisting a client with operational problem solving and planning for new wells. For example, myself and the rig team have helped enable the client to select well positions using the rig's own positioning equipment. Historically, this entailed a third party and a lot of extra equipment. Now, we manage it without any additional people and using the equipment that's onboard *Stena Carron*. It saves the client approx. USD 100,000 per well. And cost is a very important issue given the current situation that the oil industry is in."

Nick Ward is fascinated by the oil industry being one of the last industries where there's still a frontier and you can venture into the unknown.

"Guyana is a good example of that. It's a country that's had no oil industry before. So, we have to set up everything from scratch. I'm proud to be among the first to go in there," he concludes. ☺



**Name:** Sarah Pettersson  
**Title:** Relationship Manager, Stena Fastigheter Stockholm  
**No. of years at Stena:** about 5  
**Age:** 30  
**Family:** Mother, father, older sister and Tyson the cat  
**Interests:** Spending time with family and friends, weight training, reading

## Meet Sarah - a relationship manager

Relationship Management® is Stena Fastigheter's own concept for developing sustainable residential environments and workplaces where people enjoy living and working and remain as tenants for many years. As relationship manager, I develop projects and activities and establish collaboration in the areas where we own properties.

Text and photo Sarah Pettersson, Stena Fastigheter

### MONDAY

Phew! I got there in time. This constant rushing to catch the underground. Either I've snoozed a bit too long or there's a stoppage caused by a breakdown. An ongoing source of irritation for a Stockholm-er such as myself.

Today, my relationship management colleagues from Gothenburg and Malmö are coming up to Stockholm. We'll be spending two days together discussing common questions and exchanging experiences with each other. Today's agenda consists of a study visit to our residential area Vårberg. We own only 171 apartments there, but the security problems in the area are also affecting our other residential areas in the vicinity.

After a small train delay and lost luggage at Arlanda, we all meet up and make our way to Vårberg. Our first meeting is with the youth club Mötesplats Vårberg

(MVG). The youth club was started up by two enthusiasts in the area who gather young people who need guidance and good role models. By contributing financially to their activities and providing premises in the area, we have enabled them to develop the youth club and give it a stable base. Youth clubs such as MVG show the fantastic commitment existing in the area and Vårberg will always have a special place in my heart.

We move on to meet one of the area's community hosts. This is a new position established by the local authorities. The role of community host is to listen to the inhabitants' wishes and questions and pass them on to the district council. A lot of what the community hosts do is similar to how we relationship managers work. We create rela-

*My colleagues Jorunn Rådberg, Sari Isberg, Helen Welander Möller, Anna Haraldsson Jensen with the youth club Mötesplats Vårberg (MVG).*





tions with the local community and develop projects and establish collaboration based on existing needs. Even though it was a short meeting this time, it seems as if there will be many areas where we can collaborate in the future.

## TUESDAY

I woke to a white Stockholm with the snow still falling. On days like this, it's extra difficult not to snooze but I'm feeling really proud of getting up out of my warm bed and the purring cat on my pillow by pure willpower.

Today, my colleagues and I will continue where we left off yesterday. We will continue to discuss the goals of relationship management for 2017 and find ways of working for common questions. Among other things, it's important to get the whole organization behind us when it comes to taking our social responsibility. It's not only we relationship managers who should be working with these questions, it should be a natural part of how we manage our existing properties and of our community-building plans.

Another important item on today's agenda concerns work placement and traineeships internally in the company but also at our contractors and suppliers. We are working hard to create jobs for the young people in our areas. In addition to offering 300 summer jobs every year, we are also providing young people with jobs giving them practical experience and traineeships in different forms. Here, too, it's important that we work as a team and draw up common documents and templates in order to create the optimum conditions that will enable us to increase the number of positions we can offer.

After sitting all day in a conference room, I end the day with a strenuous weight-training session at the gym.



## WEDNESDAY



An important part of my work is collaborating with other property owners. It's very rare that we are the sole property owner in an area, which means that it is essential that we can work together. Today, I'm meeting Huge Fastigheter, which has a position similar to mine. It's both fun and rewarding to be able to exchange experiences involving our work and to, together, be able to contribute to the positive development of our areas.

Time to trudge through the snow and make my way to our residential area Fisksåtra for an evaluation meeting about the football tournament Fisksåtra Games. The target group for the tournament was the children in the area. The teams consisted of the streets in the area and the children represented their own streets. It proved to be a festive occasion for everybody and, hopefully, Fisksåtra Games will be an annual tradition.

## FRIDAY

Friday already? Where did the week go? The meeting this morning is the last one this week. Stena Fastigheter in Stockholm has been collaborating with the City Mission for many years. We have now taken this collaboration a step further and have signed an agreement involving their project Särskildnyttan. The project involves a housing model that makes it possible for homeless persons to have somewhere to live. Our ambition at Stena Fastigheter is to make available a number of apartments in order to help reduce homelessness in Stockholm. This collaboration will now be implemented in our business activities, which is why City Mission is coming here today to inform our managing director and property managers about the project.

The week could be summarized as one of many meetings, great young people, good cooperation and a thick blanket of snow. Thank you for accompanying me during my day-to-day work at Stena Fastigheter. I wish you a really fantastic winter!



This autumn's QSE meeting was held in Dublin, capital of the Republic of Ireland, which is situated on Ireland's east coast at the mouth of the River Liffey. The QSE meeting is an open forum where people meet across company borders for talks, discussions and workshops about quality, safety and the environment. The theme this time was safety with a focus on the human factor.

Text and photo Victoria Edström

The first day began with a study visit and guided tour of Dublin Port led by communications manager Charles Murphy, who talked about the port's long history, its plans for the future and its social involvement.

In the afternoon, the meeting continued at Spencer Hotel and we were given a very instructive and interesting presentation by Ian Cheshire, Training Officer at Northern Marine, who focused on the importance of the human factor in safety-related questions. Afterwards, we were divided into groups and worked with varying accident scenarios in different business areas in the Stena Sphere. Each group was tasked with working out, together, why the accident took place and what should/could have been done differently to prevent it.

Day two was devoted to presentations by the different companies where they talked about and reported on their safety work. Between each presentation, time was allotted for discussion and many ideas about improvements were tossed around.

The energy and dynamics are fantastic when we meet across company borders and are creative together. ☺

## TENANT OPENS THE DOOR WITH A CHIP IN HIS HAND

Since September, one of Stena Fastigheter's tenants can open doors to the stairwell, refuse storage room and basement with the help of a chip implanted in

his hand.

**Text** Sara Bergqvist

**Photo** Stena Fastigheter



*The RFID chip is the size of a grain of rice and is implanted in the thin skin between his thumb and index finger.*

can be used in different ways. Some people have magnets operated into their fingertips to be able to lift things, but chips are probably attracting most interest right now", says Rickard Sviestins, one of Stena Fastigheter's tenants in Värberg.

Rickard Sviestins' RFID chip is the size of a grain of rice and is implanted in the thin skin between his thumb and index finger. In his other hand he has another chip based on the NFC standard.

"So far, there aren't that many applications for the chip, at the same time as the companies are waiting for there to be enough people who can use the technology. That's why I wanted to test where it was possible to use the technology already now. As a result, I no longer need two pass tags on my key ring – for the building where I live and for work", says Rickard Sviestins.

In practice, the RFID chip has an ID number, which Stena Fastigheter has linked to the locations in the pass system where Rickard Sviestins is authorised – actually, exactly the same as is done in the case of a normal key card.

"This is an exciting area for us at Stena Fastigheter as we're in the middle of a major digitalisation process and are taking a close look at how our tenants want to live and what service and services they will be interested in in the future", says Nils Pers, Vice President, Stena Fastigheter.

In the long term, Rickard Sviestins thinks that it will be possible to use the chip for a large number of other services such as entering the gym, as a ticket in public transport and to store medical information. But so far, the technology is still in its infancy and since this is a relatively new field it has also triggered a number of reactions. As a result, Rickard Sviestins gets asked many questions, among other things, regarding security and the risk of being traced.

"Above all, it's probably a question of people reacting emotionally just because the chip is located under the skin. Since it's a passive chip, somebody would need to walk beside me with a reader pressed against my hand to be able to trace me. From a security perspective, this is a much better solution than a pass tag on a key ring because there's no risk of losing it together with your keys", Rickard Sviestins points out. ☺



## STENA FASTIGHETER SHOWS TOMORROW'S ACCOMMODATION AND INTELLIGENT HOMES AT THE BOOK FAIR

A virtual presentation of an apartment, which can be altered as desired, and a virtual flight over the new SCA building in Mölndal. These were a couple of the items on the program that attracted a long queue to Stena Fastigheter's stand about tomorrow's accommodation in the forum Staden (the City) at this year's book fair. Many visitors also came to talk about and give their views on tomorrow's accommodation.

**Text** Sara Bergqvist **Photo** Stena Fastigheter

The organizers of this year's Book Fair in Göteborg had created a new forum and exhibition space that dealt with the city and the intensive urban development currently in progress. Stena Fastigheter's stand – with a focus on tomorrow's accommodation – gave the visitors an opportunity to put on a VR headset and then walk around a virtual apartment and change the colour of cupboard doors, floors and walls. Many visitors also tried out the VR headset for a virtual flight over the new SCA building in Mölndal.

"There was a lot of interest both in the virtual presentations and discussing tomorrow's accommodation with us. This resulted in an exciting dialog with the visitors during the four days the book fair lasted", says Elise Berggren, Communications Manager at Stena Fastigheter.

Many visitors also attended Stena Fastigheter's seminars on digitalisation in tomorrow's apartments and Mathivation, a creative maths project for young people, which Stena Fastigheter supports. And Stena Fastigheter's competition about what digital solutions participants wanted to see in tomorrow's apartments resulted in as many as 260 suggestions.

"Since we're facing the prospect of building 1,000 new apartments per year, it's really important for us to have this dialog and find out how people view their future accommodation and what wishes they have", say Elise Berggren. ☺





## CHRISTEL ARMSTRONG DARVIK, CEO, Stena Fastigheter:

### What were the most important events in 2016?

“During the year, we adopted a new strategic plan 2020 with a focus on growth and sustainability. We also have a new vision: The tenant’s first choice – together, we develop sustainable environments where people enjoy living. Our construction rate has doubled to 1,000 apartments per year, some of which are tenant-owned. During the year, we acquired 1,225 apartments from the municipal housing company Landskronahem despite fierce competition. In French Sophia Antipolis, we have purchased land, thus doubling the 50,000 m<sup>2</sup> we already owned. In the Netherlands, we have leased out 36,000 m<sup>2</sup> of office space and converted an office building into apartments”.

### What will happen in 2017?

“Tenants will have moved into the environmentally classified SCA building in Mölndal, which will house hi-tech business activities. Scandic’s new signature hotel Hotel Sergel Plaza in Stockholm will be inaugurated in the autumn. We will continue to build fibre-optic networks for our tenants. In conjunction with this, we will be testing a digital customer service available 24/7 in several languages”. ☺

Text Sara Bergqvist Photo Stena Fastigheter

# COLLABORATION ACROSS COMPANIES - annual networking meeting for Stena's secretaries

Text The editorial staff Photo Stena and Shutterstock.com



*According to tradition the group gathered at the Gothenburg office where Jeanette Johansson, assistant to Dan Sten Olsson and Carl-Johan Hagman, welcomed everyone and gave a brief introduction. After a short boat ride followed by lunch, the conference started with its theme global outlook and digitalisation.*

*First on the agenda was global mega trends. The aim was to give an insight into geopolitical events and how they can be used in business planning. What will economic and political change coupled with meta trends mean for the world and for Stena in five to ten years' time?*



*Second item on the agenda was devoted to this year's Sphere Forum and Annika Elfström from Stena talked about the digitalisation work in Stena Line and Stena Fastigheter.*



*The day ended with a valuable and appreciated team building activity: cooking together under the guidance of one of Sweden's most well known chefs - Gustav Trägårdh. The networking meetings contribute to a better understanding of our different business areas and promotes collaboration across company boundaries.*



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## THE STENA SPHERE Structure & Figures

**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  
Erik Ronsberg, 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 1,600\*.

SHIPPING & FERRY LINES Carl-Johan Hagman		OFFSHORE DRILLING Erik Ronsberg	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	ADACTUM Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
SHIPPING	FERRY LINES Niclas Mårtensson					
MSEK -100	MSEK 630	MSEK -580	MSEK 600	MSEK 350	MSEK 300	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 1.200

**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