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# Explorative architecture that challenges and inpires

ANNUAL AND SUSTAINABILITY REPORT 2018



white

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The Sustainability Report consists of the White Group and its subsidiaries, except subsidiaries Koggensgrand AB, White Tengbom Team (50 percent ownership) or dormant companies. If indicators, metrics or routines do not match this demarcation, it has been noted. The report is based on the requirements of the Swedish Annual Accounts Act, which means that it contains information on sustainability needed for understanding the company's development, position, results, and consequences of the operations. The report includes information on the environment, social conditions, labour, respect for human rights, and anti-corruption. The report relates to the fiscal year from January 1 to December 31, 2018.

The report refers to our commitment under the UN Global Compact and its ten principles. It also constitutes our annual report on Communication on Progress and will be published on the UN Global Compact website, [www.unglobalcompact.com](http://www.unglobalcompact.com). The report is also published on the White website, [www.whitearkitekter.com](http://www.whitearkitekter.com).

Images: Måns Berg, Anders Bobert, Stephan Bozic, Peter Brinch, Ivan Brodey, Bert Leandersson, Luxigon, Ken Pils, Studio E, Thomas Zaar, White view and White arkitekter.

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# Architecture creates long-term values



**To us, architecture is about creating long-term values. Buildings for various functions, parks where nature can flourish and beautiful environments where people feel good strengthen the identity of a city. With architecture as our tool, we can contribute to sustainable societies and a living planet. Our strategy is to explore, challenge and inspire with evocative architecture.**

The built environment constitutes the framework where human life can prosper. This became especially clear when White's largest commission to date was inaugurated in May 2018: the New Karolinska Solna project, Stockholm. Over one hundred of our co-workers have been involved in this project over the last 15 years. The result is a setting for care, healing, and research, that affect thousands of people every day.

2018 brought about an economic slowdown, which resulted in a lower financial outcome. Despite this, we sustained our investments in R&D, sustainability and digitalisation.

We are convinced that our focus on practice-based research enable us to remain a cutting-edge player within our field. Many of our projects start with an idea that needs to be further explored; White Research Lab supports a wide range of studies, from digital design, high rise timber constructions, eco-system services to design for daylight and health.

However, development requires that we dare to challenge ourselves. Our efforts in steering our projects towards zero carbon is progressing and we are thrilled over our engagement in the Swedish building industry's plan for a fossil free building sector by 2045. One key issue is a shift towards a more circular economy. By re-using the existing,

we can create something new, regardless if it is an interior design concept or an urban development project.

Our strong position in sustainable architecture and urban planning is essential for our continued progress internationally. We have expanded our studios in Oslo and London and been awarded some very prestigious commissions: Moorfields Eye Hospital and the residential development Gascioigne East in London; the new psychiatric clinic in Nuuk on Greenland; and the Nobel peace prize laureate Denis Mukwege's women's hospital in DR Kongo.

2019 has started off as a somewhat financially challenging year, but sustainability will need to be a top priority for businesses in the coming years; it will be crucial to stand up for quality, sustainability and our values even in the face of market change. We are dedicated to continuing our work towards a more sustainable future, based on Agenda 2030 and our commitment to the principles of Global Compact.

We hope that we, through this report, will inspire you to take on new challenges for a more sustainable future!

*Alexandra Hagen*

Alexandra Hagen, CEO

*Anna Graaf*

Anna Graaf, Director of Sustainability

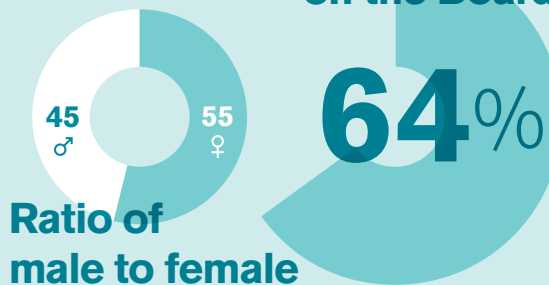
# 2018 in short

**871 000 000 SEK**

.....  
total revenue

**9**  
projects  
aiming for  
zero carbon

Percentage of women  
on the Board



**842**

Employees, of which  
96 are newly employed

**15 %**

of projects  
have wood structure

**84 %**

of our stakeholders

CONSIDER WHITE TO BE A DRIVING  
FORCE FOR A SUSTAINABLE SOCIETY.





**In 2018,  
we worked in  
different countries**

Canada, Denmark (incl. Greenland), DR Congo,  
Finland, Iceland, Italy, Kenya, The Netherlands,  
Nigeria, Norway, Austria, Germany, UK and Sweden

**14**

**49**  
Laps around the globe by train  
(42 LAPS IN 2017)

**1,77**

**tonnes of CO<sub>2</sub>e/annual employee**

(1,54 TONNES IN 2017)

**88 %**

**of our travels are by train**

WITHIN SWEDEN (84 % IN 2017)

Percentage of  
environmentally  
certified  
projects

**44 %**

(41% FOR 2017)

**35 000 000 SEK**

.....  
**allocated to research & development**

# The world challenges



The world around us creates the prerequisites and rules and, without a pre-warning, changes them. Changes in our society, innovations and increased environmental impact trigger our business into constantly developing in order to adapt to new challenges. It takes perceptiveness, insight and courage to change and plenty of new opportunities can result through challenges.

## **FROM THREAT TO ACTION**

Climate change is devastating and our actions over the next few years are crucial to avoid a full-scale disaster. Greta Thunberg, a 16-year old Swede, has become the global voice for youth who are tired of empty words and demand action. To achieve Agenda 2030 and the Paris Agreement, massive efforts are required. Real estate investors have indicated climate change as a significant financial risk that will hold consequences for where and how we build in the future. In 2018 the Swedish building industry took an important step towards change by signing an action plan for a fossil free building sector by the year 2045; however, actionable measures are necessary already today.

## **THE NEW CIRCULAR ECONOMY**

To limit climate change and retain resources, a circular economy needs to be the new ideology. There exists an enormous potential for using existing resources better, and for increasing cross-industry cooperation which can generate great business opportunities. Sharing- and rental services are rapidly developing and there is an almost untapped resource in the form of massive amounts of reusable waste. Buildings can be viewed as libraries for materials, filled with valuable resources. Methods for design and construction will be affected and developed, creating opportunities for new services.





## A TEMPORARY, CIRCULAR BUILDING

With its strong, clear design, our winning proposal for Archasms competition for a non-permanent pavilion in Amboseli, Kenya's national park is temporary in more than one sense. The pavilion consists of three circular walls, made of compressed soil from its surroundings. Sun and wind will cause the walls to erode over time, eventually bringing the material back to where it once belonged.

**Project:** Amboseli National Park, Kenya

### A MARKET SLOWDOWN

The architecture industry in Sweden has seen many good years, but the growth is now slowing down. The uncertainty of the market has resulted in a halt in residential building, despite 242 out of the 290 municipalities in Sweden suffering from a housing shortage. This decline is, however, outweighed by increased investments in infrastructure, offices and urban development projects. At the same time, there is a rising number of players offering architecture- and design services, which has resulted in increased competition.

### THE REALITY IS DIGITAL

The constant evolution of digitalisation causes various conditions and outcomes. The rapid growth in on-line businesses and autonomous mobility solutions are changing our cities. New digital design tools are enabling more complex constructions and better sustainability solutions. These digital tools may also serve to involve citizens in planning. The endless amounts of data that may be used for planning can however pose a threat to personal integrity. Development is ultra-fast, unpredictable and unstoppable, therefore it is important to be able to change and adapt quickly.

### A SOCIETY IN CHANGE

Political, financial and social gaps are increasing within, as well as between, countries. The enormous financial inequalities and polarisation are a threat to the global economy, to open borders and eventually to democracy. Cities are predicted to have a more important role when it comes to strengthening human rights and by taking the lead in actions for the climate. The population in cities will increase drastically, which gives a chance to share facilities; but it also demands many more resources, such as housing, food and water. It is necessary that development is limited within the planetary boundaries.



# Strong, independent and diverse

**A strong social commitment and care for humanity has characterised our corporate culture since White was founded in 1951 in Gothenburg, Sweden. Our co-ownership business model allows us to invest long-term in what we really believe in. As a modern collective, many different competencies are working together to create emotive architecture which inspires people.**

## **ONE OF THE LARGEST**

Today, White is one of Europe's largest architectural practices with 13 offices in Sweden, Denmark, Norway and the United Kingdom. Our work encompasses both public and private sectors with projects ranging from housing, offices, hospitals and schools to commissions within urban planning, landscape design, interior design, project management and sustainability. On the Scandinavian market, there is a relatively even distribution between different market sectors with a diverse client base. In 2018, our operations abroad gained momentum in 14 countries, from Canada in the north and stretching as far south as Kenya.

## **CO-OWNERSHIP**

White is a company owned by its employees, thus we view ourselves as a large and cohesive modern collective: out of 842 employees, there are 650 shareholders, including 125 partners. Our business model allows us to conduct the practice with a long-term perspective, affording us the power to determine

what investments we want to make, what percentage of profits to reinvest in the company and how much is paid out to shareholders.

## **STRENGTH IN DIVERSITY**

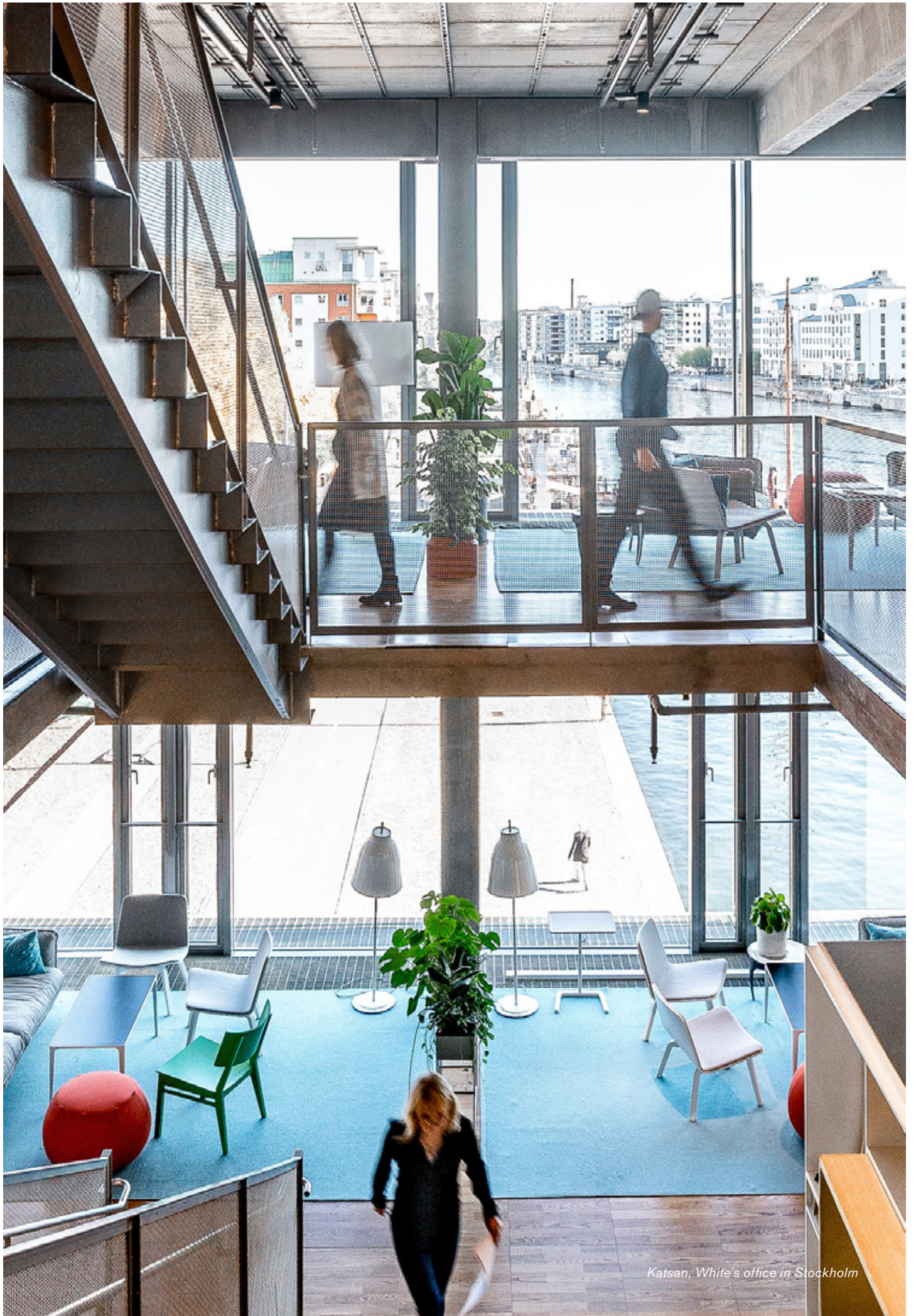
Our goal is to be the leading, sustainable and innovative Scandinavian architecture practice on the international market. Architecture is about design – form and function – and even more so today about creating sustainable societies and contributing to an improved, more sustainable, world. To meet today's societal challenges, we are convinced that we need to be a diverse group. Over the years, we have built up our collective of individuals contributing from numerous disciplines and different experiences. Architects and engineers work together with social anthropologists, environmental specialists, project managers, lighting designers, energy experts, economists and product developers. We see this not only as a competitive advantage, but also a prerequisite for maintaining our strong position in the market.



*We create architecture with people in focus, inspiring a sustainable way of life.*

WHITE'S VISION





*Katsan, White's office in Stockholm*



## THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

### HUMAN RIGHTS

#### PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

#### PRINCIPLE 2

make sure that they are not complicit in human rights abuses.

### LABOUR

#### PRINCIPLE 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

#### PRINCIPLE 4

the elimination of all forms of forced and compulsory labour;

#### PRINCIPLE 5

the effective abolition of child labour; and

#### PRINCIPLE 6

the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

#### PRINCIPLE 7

Businesses should support a precautionary approach to environmental challenges;

#### PRINCIPLE 8

undertake initiatives to promote greater environmental responsibility; and

#### PRINCIPLE 9

encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

#### PRINCIPLE 10

Businesses should work against corruption in all its forms, including extortion and bribery.

### STRONG VALUES

Since its inception, White has had a strong sense of responsibility and commitment to society. Responsibility, respect and an ethical, democratic ethos are the core values permeating the company.

White's *Code of Conduct for Corporate Sustainability* is our guide for how we as a company, along with our employees, take responsibility. The Code also helps us determine what expectations we have on ourselves and our partners. It is based on the UN Global Compact's ten principles on human rights, labour, environment and anti-corruption, as well as our three policies: White Employee Policy, White Quality Policy and White Sustainability Policy.

### WHITWORK

All our procedures and tools for both our operations and assignments are documented in our digital business system, WhiteWork, which is certified according to EN-ISO 9001 and EN-ISO 14001.



*White should explore, take responsibility, contribute to participation and act respectfully.*

FROM WHITE'S OWNER DIRECTIVE





Whitedagen 2018, White's annual company event, was held at Folkets Hus, Stockholm

# Sustainability, our driver and guide

**There is no other development than a sustainable one. For us, sustainability is a driving force for change, both for the architecture we create and for our business. Sustainability creates long-term values for our customers, for us, for society and for the planet.**

## **GLOBAL CHALLENGES BECOME LOCAL ONES**

Climate change, reduced resources and increased inequality are just a few of the enormous global changes the world faces. Sustainability has long been a point of departure for White's architecture and we are convinced that we can contribute daily to a better society. The UN Climate Agreement, the Sustainable Development Goals and our commitment to the UN Global Compact are the starting point for our business goals, strategic initiatives and prioritised sustainability issues.

## **SUSTAINABILITY FOR US**

We have defined sustainable architecture and development as the following:

The goal is to create buildings and environments with people in focus, which support health and social wellbeing. A prerequisite is that we do not further develop society at the expense of the earth's resources, nature and climate.

Through economic means, investments and conscious choices, society can bring about necessary change. Only when social, ecological and economic values harmonise, can we realistically discuss sustainable development.

## **GLOBAL GOALS IN ALL PROJECTS**

White is involved in community development at different scales. Thus, most of the Sustainable Development Goals are relevant in every project to a greater or lesser extent, directly or indirectly.

We have defined eight of the Global Goals particularly pertinent to our work; through our assignments or through the firm's activities, we can push them forward every day.

## **SUSTAINABLE UNDERTAKINGS**

As every project is unique, the aim is to always commence our work with a sustainability analysis in accordance with our *Model for Sustainable Architecture*. An assessment is based on the following: Global Goals, project-specific conditions and targets, regulations, national or local environmental goals, client requirements and White's own level of ambition.

We have the will and the way to drive sustainability issues forward every day, but to make a significant difference, we are dependent on the work we do together. By performing an early-stage analysis with the client and other stakeholders, we can create a common project strategy and target.



*White inspire with emotive architecture, and sustainability is a driver for creativity in all our projects.*

FROM OUR  
SUSTAINABILITY POLICY

## SUSTAINABLE DEVELOPMENT GOALS FOR WHITE

## GOAL

## OUR ACTIONS

**CLIMATE ACTION**

Take action to combat climate change and its impact. Create energy efficient buildings and increase the use of renewable energy. Ensure implementation of climate action and adaptation in the planning and increase the capacity for recovery.

Our goal for 2019 is to create 30 zero carbon projects. We focus on climate calculations, energy efficient buildings and increasing the use of PV. We develop services and competence for climate adaptation, ecosystem services, and energy- and climate calculations. *Read more on page 26.*

In our operations, we will reduce the climate impact by at least 30% (compared to 2014) by the end of 2019. Our offices use only renewable electricity. *Read more on page 56.*

**SUSTAINABLE CONSUMPTION**

Contribute to efficient use of natural resources, reduce emissions of pollutants and waste to air, water and soil. Reduce waste by preventing, reducing, reusing and recycling materials.

Promote and develop concepts for circular architecture. We are well advanced, having expertise on reuse in interior design projects and are driving the development of architecture. *Read more on page 34.*

**SUSTAINABLE, EQUITABLE SOCIETIES**

Create inclusive and equitable societies, with safe environments, housing for all and safe, sustainable means of transportation. Create access to green areas and public space, especially for women, children, elderly and disabled. Promote social and environmental connections between urban districts and rural areas. Act toward a participatory-based planning.

Consideration of human needs forms the basis of our work. Continually develop new ways to involve people in planning and drive norm-creative and equitable planning. Explore new types of accommodations and implement ecosystem services in urban planning. Social impact analysis and strategic development plans comprise our offer. *Read more on page 38.*

**ECOLOGICAL DIVERSITY**

Strengthen the values of ecosystems and biological diversity in planning.

Always take inventory in existing values and implement ecosystem services in planning. Elucidate benefits of ecosystem services based on health, climate, environment and social aspects. *Read more on page 46.*

**HEALTH AND WELLBEING**

Ensure healthy lifestyles, access to healthcare and promote wellbeing for all ages.

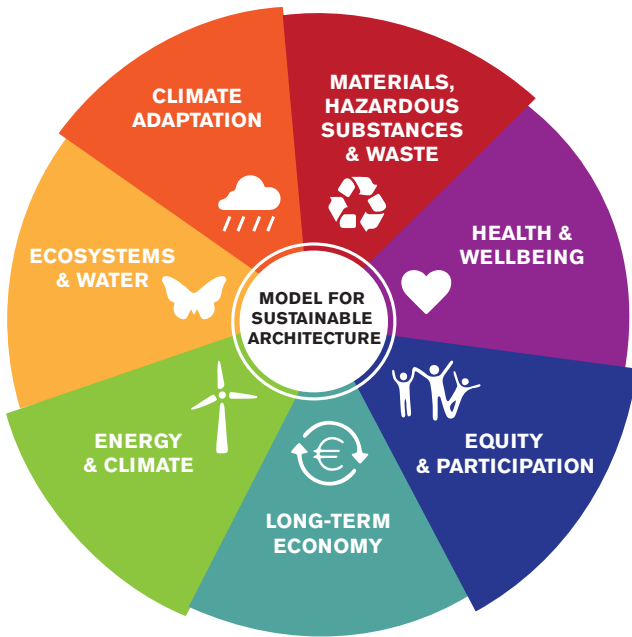
Extensive research in healthcare architecture. International projects that strengthen and improve access to healthcare. Design of environments that stimulate health and wellbeing. *Read more on page 50.*

**INNOVATION AND COMMITMENT**

The global goals can only be met by working together. Strengthen partnership to exchange knowledge, expertise, technology and financial resources to contribute to a sustainable development in all countries.

White Research Lab runs research and development, in collaboration with both academia and industry. We support international research collaborations, commitments and projects, e.g. in Kenya and DR Congo among others. *Read more on pages 24 and 52.*





White's analysis model for sustainable architecture.

By weighing investments against long-term social and ecological values and profits, we not only achieve a sustainable project but a sustainable business – for our clients, for us, for society and for the planet.

**STAKEHOLDERS**

By understanding and considering our stakeholders' interests and opinions, we can enhance our own development and take responsibility within our sphere of influence. Our stakeholders are end-users, developers, real estate owners, consultants, contractors, municipalities, local communities, organisations, academia, media and our employees. Our potential for improvement and stakeholder opinion is captured via post-project follow-ups, customer surveys, performance reviews and employee surveys. Through social media, reaching our stakeholders for quick feedback is relatively easy.

In 2018, we conducted a brand survey and the results demonstrate that the

characteristics which distinguish us from our competitors are our years of branch experience, breadth of competencies (which include specialists in the field of sustainability) and ability to manage a project all through the different phases of the design process. We also conducted a sustainability survey amongst our base of more sizeable clients, to get an indication of what aspects are the most important to focus on and develop.

**ENVIRONMENTAL IMPACT**

Our commissions give rise to the company's greatest environmental impact. Because of this, we monitor energy performance, certifications and the most significant sustainability issues annually in the work we do. In 2018, 55% had better energy targets than the Swedish building regulation and 44% of our projects were performed according to some certification system; the most common certification is the Swedish "Miljöbyggnad", followed by the Swan and then BREEAM and LEED.



*In 65% of our commissions, social wellbeing is a prioritised aspect.*

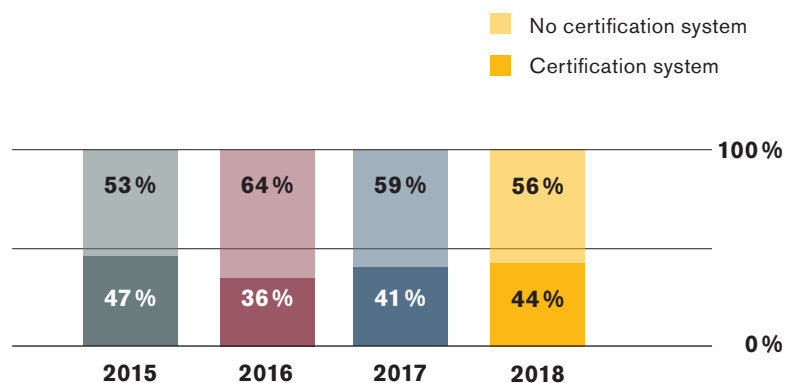
## CLIENT SURVEY, SUSTAINABILITY

Sustainability aspects prioritised by our clients in projects	Sustainability aspects that our clients consider most important for White	Development areas for White, according to clients
Energy efficiency	Actively influence the industry for a sustainable development	Demonstrate how White takes social responsibility
Indoor climate – air, sound, temperature	Reduce and present our own climate impact	Reuse building materials at a larger scale
Sound materials (health- and environmental aspects)	Environmental and social requirements on suppliers/subconsultants	Secure high quality and performance
Daylight	Offer environmental specialist expertise	Increased sustainability knowledge for architects
Social wellbeing		Show profitability in sustainability investments

### THE MOST COMMON SUSTAINABILITY ISSUES IN OUR PROJECTS DURING 2018



### PERCENTAGE OF PROJECTS DESIGNED ACCORDING TO CERTIFICATION SYSTEMS 2015–2018



The most common certification systems are the Swedish Miljöbyggnad (70%) and the Swan (13%), followed by LEED (6%) and BREEAM (5%). Other certifications include WELL and Cequal.



# Three strategies for success

**Our aim is to be the leading sustainable and innovative Scandinavian architecture practice on the international market. Our investments are based on three strategies that will lead us and our customers to successful results.**

Our current Strategic Business Plan extends from 2017 to 2019 and is based on three strategies, with 12 goals. Follow-up of some of these are presented in the table below. The following pages demonstrate how both our business operations and projects have contributed to achieving the goals and the advancements we have made in the past year.

The three business strategies are:

## **EXPLORE**

We explore through practice-based research and knowledge exchange in our projects.

## **CHALLENGE**


We challenge with new perspectives, leading our clients into new sustainable solutions.

## **INSPIRE**

We inspire with an evocative architecture based on each unique context.



## FOLLOW-UP OF BUSINESS GOALS

	OVERALL GOALS UNTIL 2019	INTERIM GOALS UNDER 2018	RESULT 2018	STATUS
<b>RESEARCH AND DEVELOPMENT</b> <i>See page 24.</i>	The majority of our research is incorporated into our projects and is strengthened through external collaborations.		33 internal R&D projects 23 with external cofinancing, including ARQ.	
	Our research is available and spreads externally	Increase dissemination through seminars, website, conferences.	14 international conferences	
<b>EMPLOYEES</b> <i>See page 20.</i>	Our employees have undergone White's mentoring program, 5% as mentors and 5% as mentees.	1,5% mentors and 1,5% mentees.	Objective achieved.	
	We have further developed new methods for sharing knowledge internally.	Develop E-learning and film.	E-learning has begun. Seminars are filmed and shared on the internet.	
<b>ENVIRONMENT AND CLIMATE</b> <i>See pages 26 and 56.</i>	We have participated in 30 zero carbon projects.	Minimum 15 projects since 2017. Education with a focus on zero carbon buildings. Drive the Swedish definition of net zero buildings.	2 built projects and 7 in progress. Internal education completed. Seminars for external stakeholders. Leading a taskforce for a new certification system for ZeroCO <sub>2</sub> (Sweden Green Building Council).	
	We have reduced carbon dioxide emissions for energy, travel, purchases and waste by an average of 30% for each category compared with 2014.	Climate compensation for all carbon dioxide emissions.	A total of 54% lower CO <sub>2</sub> e per annual employee compared with 2014. All emissions are climate compensated.	
<b>MARKET AND ECONOMY</b> <i>See page 54.</i>	We win 10 important competitions a year.	Win 10 competitions.	Won 12 competitions.	
	New business models contribute 5% to our turnover.	Develop models for circular material flows. Develop at least one product from recycled material.	Several projects with reuse. Started a collaborative product development. Research project Would Wood. Concept for a "Sustainability Business Agreement"	
			Objective has been achieved.	
			Objective is not yet reached.	



# Ethics, democracy and risk management

**We live in a time that places ever higher demands on ethics, democracy and risk management. Our Code of Conduct supports us in minimising risks in daily operations and simultaneously establishes core values that enable us to influence the world around us.**

## **ETHICS AND ANTI-CORRUPTION**

Our *Code of Conduct for Sustainable Business* works as a guide for how we act and take responsibility – as individual employees and the company in its entirety. It also serves to define what expectations we have on ourselves and our partners in relation to the Ethical Rules of the Swedish Construction Sector, the ethical standards stipulated by Sweden's union for architects, Architects Sweden. Fundamental to these ethical guidelines, we oppose all forms of corruption, strive for competition on equal terms, promote social responsibility and ensure that slavery and human trafficking is not taking place in our supply chains or in any part of our business in the value chain.

To ensure that the partners we collaborate with act in accordance with our values, we have a *Code of Conduct for Clients and Suppliers*. When signing a contract, the partner must certify that they have read the Code of Conduct and understood its contents. Up to now, follow-up takes place through interviews with our major suppliers or random checks with various partners and collaborators, but an evaluating tool is under development.

Deviations from the Code of Conduct can be reported to the Director of Sustainability or Director of Human Resources. During the past year, we have not identified any deviations or been involved in any form of corruption.

## **RISK ASSESSMENT**

The company's comprehensive risk analysis is reviewed annually. Primary risks identified are those associated with our employees, economic development and assignments. Therefore, we perform continuous follow-ups of, for example, employee health, economical ratios and assignment results.

Risk assessment, regarding sustainability and prevention of risk exposure, are presented in the table on page 19.

A risk analysis for assignments is carried out in conjunction with tender and contract and is an overall assessment as to whether the assignment aligns with our business goals, Code of Conduct, sustainability objectives, and financial conditions. For assignments outside Sweden, Norway and Denmark, a country risk analysis is always performed, based on the aspects of democracy, human rights, corruption and business risks associated with the specific country. The analysis is based on evaluations conducted by Freedom House, EKN Export Credit Board SE and Transparency International.

According to our assessment, there is a low risk that our business will contribute to a direct negative impact from a sustainability perspective. The best opportunity for us to prevent negative sustainability risks, is through our projects. Therefore, a sustainability analysis must always be carried out to identify possible risks and prioritised sustainability issues. See model on page 14.



*White takes limited and controlled economic and operational risks.*

FROM WHITE'S  
RISK POLICY



## RISK ANALYSIS

RISK ASPECT	CONSEQUENCE	RISK ASSESSMENT
<p><b>INFRINGEMENT ON HUMAN RIGHTS</b></p> <p>We should not cause, contribute to or be connected to infringement on human rights.</p>	<p>Harm to brand and diminished trust. Reduced competitiveness. Financial and legal consequences.</p>	<p>Code of Conduct and ethical guidelines. Code of Conduct for clients and suppliers. Country risk analysis.</p>
<p><b>SUPPLY CHAIN RISKS</b></p> <p>Our suppliers and business partners should not cause or contribute to infringement of human rights or negative environmental impact.</p>	<p>Harm to brand and diminished trust. Reduced competitiveness. Financial and legal consequences.</p>	<p>Tender-, project- and sustainability analysis. Code of Conduct for clients and suppliers.</p>
<p><b>EQUAL TREATMENT</b></p> <p>Everyone within the company, as well as our business partners, should be treated equally and with respect.</p>	<p>Harm to brand and diminished trust. Reduced competitiveness. Financial and legal consequences. Negative health impact.</p>	<p>Code of Conduct. Code of Conduct for clients and suppliers. Employee Policy. Plan for Equal Rights and Opportunities.</p>
<p><b>SKILLS AND KNOWLEDGE</b></p> <p>To have the best employees is crucial for the development of the company. Preventing errors and deficiencies.</p>	<p>Harm to brand and diminished trust. Reduced competitiveness. Financial and legal consequences.</p>	<p>White Research Lab. White Academy and Mentor Program. Performance Review and Survey.</p>
<p><b>STRESS AND ABSENCE DUE TO ILLNESS</b></p> <p>Our work environment shall prevent stress and absence due to illness. Employees should experience a balance between work and leisure.</p>	<p>Harm to brand and diminished trust. Reduced competitiveness. Financial consequences. Negative health impact.</p>	<p>Company healthcare service. Staff foundation. Leadership training. Performance Review and Survey.</p>
<p><b>CLIMATE AND ENVIRONMENTAL IMPACT</b></p> <p>We should actively work on preventing negative environmental impact, both within our company and in our projects.</p>	<p>Harm to brand and diminished trust. Financial and legal consequences. Negative environmental impact.</p>	<p>Environmental criteria for travels and purchases. Evaluation of suppliers. Sustainability analysis in projects. White Academy. White Research Lab. Environmental specialist expertise.</p>



# Influence and satisfaction bring success

**An attractive employer is often a successful one. At White, the employees' knowledge, commitment and job satisfaction are the company's most important asset, therefore, we work actively to offer both professional and personal development. It is a simple equation: when the individual thrives and feels good, the company does as well.**

## **STRONGER TOGETHER**

White is a company owned by its employees, which makes it unique. 77% of all employees are co-owners: becoming a co-owner is possible after the first year of employment. We are convinced that our collective ownership creates a sense of responsibility and empowerment which has been crucial in developing our practice and is an important reason for the company's many years of success.

## **DIVERSITY**

Diversity is a strength and we cherish employees with different skills as well as ethnic backgrounds. To create sustainable architecture, we are convinced that working in multidisciplinary teams, is the way to success. At White, architects and engineers, work together with environmental specialists, social anthropologists and economists, and we endeavour to be an equal workplace, free from all forms of discrimination. This is consolidated in our Plan of Equal Rights and Opportunities, which complies with current legislation and our Employee Policy.

## **A STRONG CULTURE**

Company culture and values go hand in hand. New employees are invited to attend an intro-day for an opportunity to network with other new colleagues and to learn more about White. "Whitedagen" is our yearly 24-hour event for all employees to attend. On this day, our company's annual general meeting is followed by a day of inspiring talks, workshops and a fun-filled evening.

An important part of both personal and professional development is our annual Study Tours. In 2018, we travelled in groups to either Switzerland, Austria, the Netherlands, England, Italy, Portugal or Finland. This is a possibility to be inspired and educated through architecture and culture, while sharing experiences with colleagues from other offices.

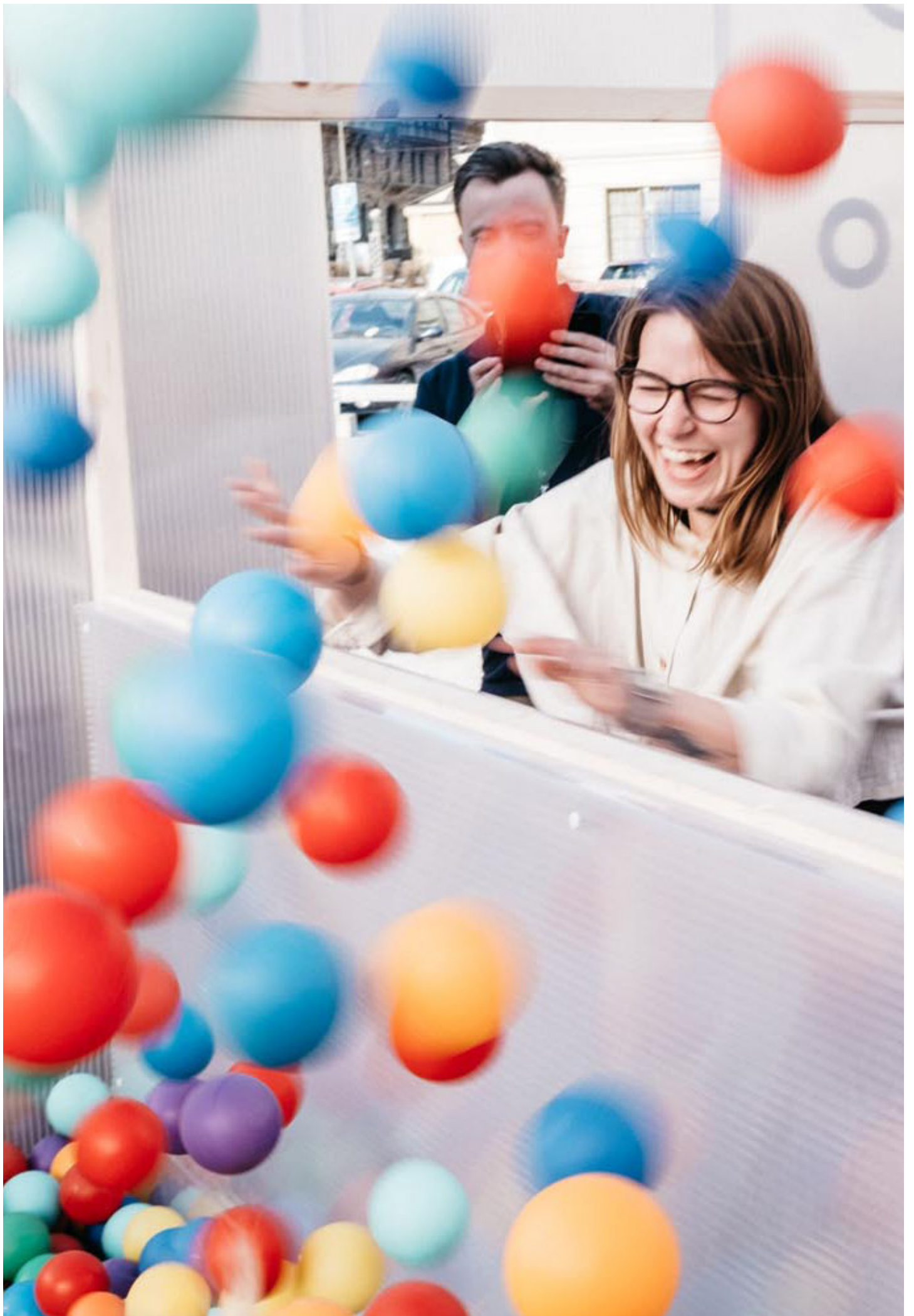
## **PERSONAL AND PROFESSIONAL DEVELOPMENT**

Good benefits and influence over one's work situation are securities provided to each employee. We follow the industry's collective agreement and have local union representatives.



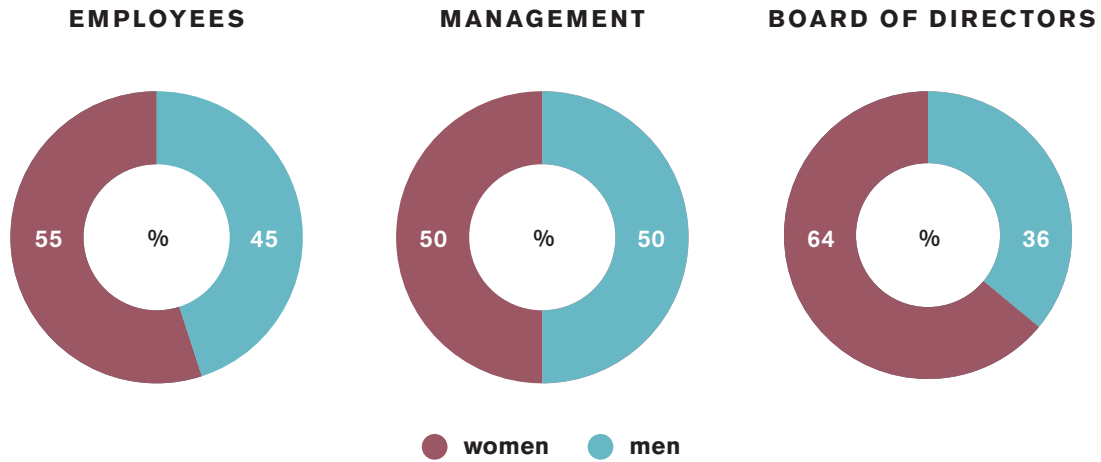
*Our ambition shall be to attract and develop the best employees in the industry.*

**FROM WHITE'S  
EMPLOYEE POLICY**





**GENDER EQUALITY 2018**



Number of employees: 842  
 Senior management: 10 persons  
 Board of Directors: 11 persons

Managers conduct annual employee performance evaluations for setting goals for education or personal development. Every two years, an employee survey is carried out, focusing on equality, work environment, development opportunities, leadership and company culture. It results in action plans for each office with reporting to management and the Board.

The health of our employees is, naturally, extremely important. We work continuously to counteract stress and to provide an environment and culture where employees can establish a healthy balance between work and leisure. Results of these efforts demonstrate that sick leave related to stress has decreased during 2018.

Through White’s Staff Foundation, all employees are eligible for grants for personal development which can be utilised for training, courses or other activities. Employees are also offered access to health consultations and primary care services.

**WHITE ACADEMY**

The aim is for every employee to be able to evolve, based on his/her potential for professional and personal development. Within White Academy, we have an extensive range of internal training programs comprising mandatory further education as well as elective courses of varying lengths. One of the most popular educational programs offered is White’s Sustainability School, as well as more in-depth courses on subjects like zero-carbon buildings and wood construction.

To strengthen the knowledge exchange between younger and more experienced employees, we established a mentoring program that extends over 18 months. The goal is for 5% of the employees to have carried out this between 2017–2019. In 2018, we had 30 mentors and adepts, corresponding to 1.5% of the employees.

Additionally, we have extensive research and educational activities via the White Research Lab. See page 24.

“  
 50 % of  
 all senior  
 management  
 positions  
 are held by  
 women.”



# An engaging and exploratory culture

**An exploratory culture has long been an integral and important part of the company's success. Engaged employees who want to test new ideas are a strength that contributes to the company's development. In 2018, we invested 35 million SEK in development and exploring new avenues with external partners.**

## **WHITE RESEARCH LAB**

White Research Lab (WRL) is our R&D organisation. For us, it is obvious to support the evolution of knowledge within architecture and urban planning, as it affects people's everyday life and the betterment of society. Through WRL, all employees can partake in the development of cutting-edge knowledge and share their expertise through networking. It can take the form of anything from testing an idea in a project to being part of major European research collaborations.

## **FROM IDEA TO BUSINESS**

The aim of our research is to share it and put it into practice. Our advantage is that we can harness and apply new knowledge directly into our assignments. In this way, our R&D efforts become an important part of our business development and a prerequisite for contributing with qualitative architecture that supports society's challenges. On the following pages, we demonstrate how our investments contribute to positive development for us as well as society.

## **LEARNING FROM ONE ANOTHER**

Our 15 internal networks in different areas of expertise are an important part of the dissemination of knowledge and the exploratory culture. Through them, there is the opportunity to exchange experiences and knowledge between both employees and the world around us. We organise internal network days as well as external seminars for clients and other collaborative partnerships.

During 2018, we also participated at 14 international conferences where we shared our competence and research on daylight, digital design, zero carbon buildings, wood construction and healthcare architecture.

We also published 3 research publications and a well-received book about White 1951–2018. Not only does the book detail the company's almost 70 years in existence, but it also is a well-documented timeline paralleling architecture with the development of the Swedish society during this period.



## A VIRTUAL PAVILION

During the summer of 2018, we presented our proposal for the new Halland Art Museum in the form of both a three-dimensional and a virtual model using Augmented Reality. The exhibition was held in Norre Katts Park in Halmstad and the physical pavilion was a structure reused from a previous year's exhibition. The pavilion demonstrates how temporary architecture, in a simple way, can create meeting places for involvement and dialogue during the typical process of urban development. White Research Lab has supported the digital tools and AR as part of the exhibition.

**Project:** Hallands Art Museum  
**Client:** Halmstad, Sweden





# The climate can't wait

The IPCC states that we must immediately change course to be able to slow down global warming. The consumption and use of the earth's resources must be drastically reduced to fall within the framework of what both the planet and humanity can withstand. It is a challenge not only for us but for the entire industry. We want to be the trailblazers.

## ZERO CARBON BUILDINGS

Buildings and construction account for nearly 40% of the global CO<sub>2</sub> emissions\*, related to energy for buildings, manufacturing of materials and transports. The same figure for Sweden is 21%, but if emissions from imported building materials are included, the figure is similar\*\*. Furthermore, urban planning also has a significant impact in reducing carbon emissions, as it can influence the conditions for implementing sustainable mobility, waste management and renewable energy.

As architects, we are involved early in the design process, so we have an important role and opportunity to drive change: from planning and design to creating conditions for a sustainable lifestyle.

Our goal is to create 30 net zero carbon projects by 2019, including emissions from energy and materials. It is a lofty challenge, but currently we have several projects that are moving in the right direction to meet this goal. We have built-up a top-level expertise, developed calculation tools and completed training courses, and we notice that our clients are slowly defining goals in alignment with ours.

## FIVE STEPS TO REDUCE

### CLIMATE IMPACT:

1. Plan for a sustainable lifestyle.
2. Preserve what already exists and can be reused.
3. Reduce the need for energy and materials.
4. Reduce the climate impact of materials.
5. Use renewable energy.

### CLIMATE INITIATIVE

White has a continued engagement in the government's initiative Fossil-free Sweden. Another important commitment during 2018 has been our involvement in the *Roadmap for a zero carbon building and construction sector until 2045 (Färdplan för klimatneutral byggsektor till 2045)*, which is an important statement for moving the industry forward. White has also been developing Sweden Green Building Council's work on a new certification system for buildings: "NollCO<sub>2</sub>" (Zero CO<sub>2</sub>).

\* Global Footprint Network

\*\* Swedish National Board of Housing, Building and Planning



*By 2019, we will have initiated 30 net zero carbon projects.*

WHITE'S BUSINESS GOAL



### FROM BARN TO CLIMATE POSITIVE HOTEL

Ekoladan, the “eco-barn” is a unique project. A 100-year-old barn has been transformed into a climate positive, ecological hotel and retreat with its own farm and vegetable production. During the refurbishment, wood from their own forest was used. The building is supported by natural ventilation,

solar energy and a biological water purification system. Heating comes from a pyrolysis process where wood chips are used to produce heat and biochar. The carbon dioxide absorbed by the trees will remain in the biochar which then becomes a carbon storage integrated into the farm’s organic

soil. This makes the dwelling climate positive (equally carbon negative). The hotel’s surroundings flourish with diverse gardens featuring meadows, insect hotels and butterfly restaurants.

**Project:** Ekoladan, Lindeborgs Eco Retreat, Nyköping, Sweden

**Client:** Carl and Julia Lindeborg

### WHITE RESEARCH LAB – BE-SMART

BE-SMART is a European project developing a new type of building-integrated solar cells (BIPV), consisting of energy positive glass panels. They will have a high design quality and be significantly less expensive than those currently available on the market. The advantage is that the BIPV’s can replace standard construction materials. The panels will contribute to an increased use of renewable energy and support the shift towards nearly zero energy buildings.

Funding from Horizon 2020.

Project led by Centre Suisse d’Electronique et de Microtechnique.

Project due to conclude in 2022.





## LOW CLIMATE IMPACT

The Climate Innovation District is UK's largest development in wood construction. Residents living here will significantly reduce their climate impact. In the first phase, White has designed 68 residential units out of the 314 homes being constructed in the whole area. The houses meet passive house standards and feature MVHR systems, green roofs, rainwater reuse and solar energy. The PV-system is jointly owned by residents and is expected to generate

the annual need of electricity for the site. Residents will be able to control and monitor their energy consumption via an app. An estimation by the developer is that each wood house will store 23 tonnes of CO<sub>2</sub> and generate 88 tonnes less of CO<sub>2</sub> emissions than an equivalent house built with concrete.

**Project:** Climate Innovation District, Leeds, UK

**Client:** CITU

**Completion for the entire district:** 2022



*Each wood house will generate 88 tonnes less of CO<sub>2</sub> emissions than an equivalent house built with concrete.*

CITU ABOUT CLIMATE INNOVATION DISTRICT



### THE FIRST “ZERO CO<sub>2</sub>” BUILDING

Citadellsfogen will be Sweden’s first residential buildings to be assessed in compliance with Sweden Green Building Council’s new certification system NollCO<sub>2</sub> (ZeroCO<sub>2</sub>). The goal is net zero emissions of greenhouse gases during the buildings’ lifecycles. The two blocks will offer

small, compact homes and collective housing, as well as a car pool, workshop, a party room, laundry facilities and areas for growing vegetables.

**Project:** Citadellsfogen, Malmö, Sweden

**Client:** Wästbygg

**Completion:** 2021



### A VISION OF ZERO CARBON EMISSIONS

Magasin X and its 13,500 square metres will be Sweden’s largest office building in wood. The goal is to achieve nearly zero carbon emissions in terms of energy, materials and construction. Various wood construction methods have been carefully examined and optimised. The wood structural frame is visible on the interior as well as the exterior. Achieving good levels of daylight is prioritised. The façade consists of glass and slate (with a low carbon footprint). PVs will be located on the roof, as well as integrated into the façade and in rotatable thin panels that also offer sun shading. A sedum roof will help to retain rainwater. The possibility for hydrogen storage and fuel cells will be investigated, as well as energy storage in the ground.

The goal is to achieve LEED Platinum.

**Project:** Magasin X, Uppsala, Sweden

**Client:** Vasakronan

**Completion:** 2022

# The attraction of wood

**Wood is the most ingenious material in the world. We consider it a key material for the transition to zero carbon developments. It is the only renewable building material, has low climate impact and the ability to capture carbon dioxide. Modern building techniques also make it possible to build high-rises. Foremost, wood is simply beautiful.**

## **A UNIQUE MATERIAL**

In Scandinavia, the supply of wood is extensive and with a combination of high strength and low weight, wood is a truly unique material.

Wood construction in Sweden is on the increase and in 2018 it accounted for 13.3% of all residential buildings. One positive aspect is that modular building in wood can produce housing units in a short time span.

In 2018, 15% of White's projects use wood as the primary building material.

## **BUILDING TALL**

With updated building regulations along with improved fire protection, taller than ever wood buildings are a rapidly growing trend. This creates new opportunities for constructing in wood even in dense urban environments. Previously considered a material mainly for housing, the tendency to use wood construction techniques is spreading to all typologies including offices, warehouses and parking garages.

## **ATTRACTIVE ENVIRONMENTS**

Wood also contributes to attractive and healthy indoor environments. Studies show that people feel better and experience less stress when exposed to wood in their surroundings\*. This is a strong argument for exposing structural systems in wood and featuring wood surfaces in the interior of offices, schools and care environments as well as in homes.

## **INITIATIVES FOR WOOD**

In 2018, White continued to invest in wood construction. We introduced "The Wood School" and organised several seminars on the theme of wood. Together with the Swedish Wood Construction Council and AIX architects, we started the network "TränätverkA", which will spur the industry to consider designing more buildings using wood construction.

\* Research project: Wood2New

## **WHITE RESEARCH LAB – WOULDWOOD: ADDITIVE MANUFACTURING IN WOOD**

WouldWood is a venture in additive manufacturing of cellulose-based materials. The project aims to repurpose waste from both agriculture and the timber industry and transform it into a versatile building material. 3D printing of cellulose materials into construction products is a new international innovation. The goal is to bring at least three building elements into production and realise them in full scale.

Project WouldWood is funded by Vinnova. White is working in collaboration with RISE, Chalmers University of Technology, KTH Royal Institute of Technology, Stora Enso, Ragn-Sells, and Phenotype Studio.



## TALL PIONEER

White's new cultural centre and hotel in Skellefteå demonstrates that it is possible to construct tall buildings in wood. When completed in 2020, the 19-storey building will be one of the world's tallest buildings using wood construction techniques. The project was awarded the Architectural Review/ Mipim Future Project Award 2018.

**Project:** Skellefteå Cultural Centre and Hotel, Skellefteå, Sweden

**Client:** Municipality of Skellefteå

**Completion:** 2020











### A NEW KIND OF WORKSHOP

Is it possible to create a warm and inviting workshop facility? This question was the starting point for WuddHouse1. The building not only meets passive house standards, but is also built using solid wood components that create an attractive environment. Additionally, the project had an efficient construction process; raising the entire frame only took three weeks.

Typically, this building typology has both the entrance and loading areas located on the same side.

Instead, the building has a public entrance at the front, providing greater flexibility and allowing the ground floor to function as both warehouse and showroom. Thus, the building can be more easily situated in a dense urban space.

White Research Lab provided support with in-depth studies in wood construction.

**Project:** WuddHouse1, Sigtuna, Sweden

**Client:** Wudd fastigheter

**Completion:** 2018

### ATTRACTIVE ACCOMMODATIONS IN WOOD

Frostaliden is one of the largest wood construction developments in Sweden. The neighbourhood boasts a total of 369 apartments. White was commissioned to create space-efficient, low carbon apartments where wood has the leading role. Our design solution, in the form of 8-storey high-rises,

comprises 52 residential units. The construction is primarily in wood, except the foundation, basement and staircases, which are in concrete. Both beams and walls are built using CLT technology: cross-laminated boards form large, massive, wood elements. They contain few joints and offer a short assembly time.

A home built in wood can offer a comfortable indoor climate and a sense of wellbeing. This has been proven to be very attractive – the apartments constructed in wood were the first to sell out in the area.

**Project:** Frostaliden, Skövde, Sweden

**Client:** Brunnen Bostad AB

**Completion:** 2018



# What's old is new again

It is a fact that there is a severe overconsumption of the world's resources. At a global level, we would need 1.7 Earths to meet the demands.\* The same figure for Sweden is 4.2 Earths, but at the same time the amount of unused resources wasted in Sweden on a yearly basis is valued to 42 billion SEK.\*\* Recycling and reusing instead of producing new is one of the most effective ways to save the resources and to reduce climate impact on our only planet.

## A NEW ATTITUDE

Increased reuse and recycling of materials will not only save the planet's resources, these are also efficient methods with which we can reduce climate impact. For this reason, White is determined to push the development towards a more circular economy. Through design of the built environment, we can inspire a more efficient use of raw materials and reuse. We can also encourage a more sustainable lifestyle by creating environments that stimulate co-utilisation and shared economy, and by urban planning for more circular flows for energy, water and waste. This is what we call circular architecture.

A major shift is required – both in terms of attitude and lifestyle. We, as architects, builders and material manufacturers always need to ask ourselves: Is there any material we can retain or reuse?

Simply put, it's about the reconsideration of consuming or building: make use of existing buildings, develop demountable construction elements, reduce left-over material, create smart,

flexible floor plans to enable co-utilisation of premises during the span of a day. This shift in mindset entails reconsidering all existing materials as raw material that can be reutilised. Thus, new environments and products can be created and what's old is new again.

## CIRCULAR ARCHITECTURE

Quite obviously, knowledge and multiple supply chain collaboration is required for realisation. White have already come a long way in terms of our interior design projects, but for building design, the evolution is much slower.

In recent years, White has participated in several research projects to strengthen our own expertise and to establish collaborations within and between different industries. We hope that our new White Research Lab network, Circular Architecture, will inspire and show the way to a more circular and sustainable future!

\* Global Footprint Network

\*\* Återvinningssindustrierna (The recycling industries)

## WHITE RESEARCH LAB – REUSE AT AN INDUSTRIAL SCALE

In the Vinnova project CC Build, White is participating alongside major operators in the building industry to enable reuse of construction materials on a large scale. New business models are required to make reuse profitable. Since reuse is – to a large extent – a matter of design, architects have an important role. The project has developed a website for construction materials, see [www.ccbuild.se](http://www.ccbuild.se).



### ONE HUNDRED PERCENT REUSE IN LARGE SCALE

Selma Cultural Centre is an apt demonstration by our interior design team that it is possible to transition towards a more circular economy. When you need to fill 6,200 square metres with 100% recycled furniture and materials, it challenges both the way of working and your creativity.

An important meeting place for all ages, the building will house offices for the local municipality, a library, a cultural school, daily activities and a leisure centre. The spaces will be multi-functional with the ability to rearrange furnishings depending

on activity; at one moment theatre rehearsals can occupy a space and awhile later, a political meeting.

The design concept is based on reused furniture, most of which is pre-owned by the city. Furniture elements will be refurbished and re-designed into compositions incorporating several different types of material.

Reuse is expanding the interior designer's role to include process management. It requires a great level of coordination from the initial design through to completion. One challenge with reuse is the logistics.

In this project the carpentry firm will have the additional responsibility for storing the interior elements.

The building itself, also designed by White, has raw concrete surfaces, so the interior can blossom in terms of colour, style and materials. There will be a great deal of variation, but with a tight concept, offering an exciting visual experience for the end-users.

**Project:** Selma Local Municipality and Cultural Centre, Gothenburg, Sweden

**Client:** City of Gothenburg

**Completion:** 2019/20



*Reuse requires a more creative way of working.*











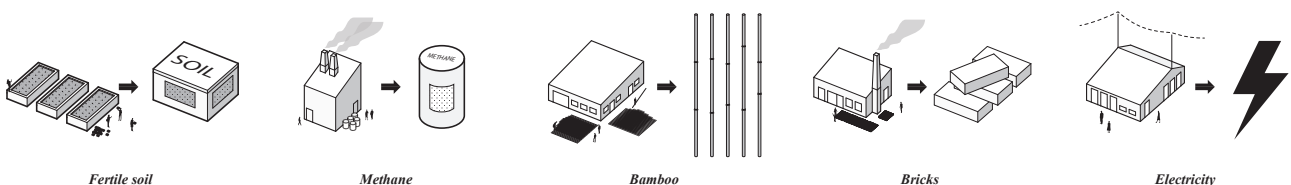
**A PRESCHOOL FOR THE CURIOUS**

In the new district of Nobelberget, White will transform an old historic power plant into a preschool. The huge chimney is preserved and becomes part of theme of play: a totem pole, a fairy tale castle, a space rocket. A building extension that terraces up the mountain complements the existing old brick building while creating many playful environments.

The stairwell is an experience in and of itself and the large entrance port of the dining hall can easily be opened up, transforming an ordinary lunch into a picnic in warm weather.

**Project:** Preschool Nobelberget, Stockholm, Sweden  
**Client:** Atrium Ljungberg/Jensen förskola  
**Completion:** 2020

*Production*



**PEOPLE BEFORE AN ARENA**

White received an honourable mention in an open architectural idea's competition for the design of a multifunctional arena at Olusosun's dump in Lagos, Nigeria. Designing an arena with capacity for 40,000 people is complex with many urban planning issues at stake. For the majority of people in Lagos, rubbish is a source of income and in some cases their only livelihood. Our proposal is not for a traditional arena; instead we took the approach of creating a place for the people in the area – a place which

would develop slowly over time. With sustainability as a starting point, we take advantage of the resources in the dump and thereby create a circular economy. The plan features the planting of bamboo trees to purify the contaminated leachate; purified soil can be sold and provide people with an income. The bamboo can later be used to create building modules for the arena grandstand. Waste can be burned for generating energy used to make bricks out of earth from the site. The bamboo and

bricks form the material for a meeting place in the heart of the area.

We have proposed a gentle, non-invasive process which includes participation from the people who currently live in the dump and the surrounding area. We consider them to be entrepreneurs who can maintain and develop Olusosun in a sustainable way, for a long time to come.

**Project:** Square One, Lagos, Nigeria  
**Client:** Open competition, Arch out loud.  
**Competition completed:** 2018

# Diversity within the city

**In thirty years, more than two-thirds of the world's population will live in cities. It will be an enormous global challenge to create cities which are equitable, secure and can offer housing and meeting places for everyone, regardless of background. Through architecture, we can create democratic and attractive cities that contribute to a sustainable life – for both people and the planet.**

## **TRANSFORMING CITIES**

In the coming years, cities will massively expand and by 2050, nearly 70% of the world's population is expected to live in urban areas\*. This will require a considerable amount of resources for buildings and infrastructure and, additionally, higher demands on how we design public spaces to accommodate the influx of urban dwellers. Not only are increased urban inequalities and a shortage of housing already evident, but also an increasingly rapid need exists to secure cities against the consequences of climate change.

## **PARTICIPATION BUILDS TRUST**

Global goal 11 states that cities and communities shall be equitable, safe and inclusive. By involving people of different ages, backgrounds and needs, places can be created for and by those who will use them. How should a space intended for young people be designed? What does urban planning mean for girls? What difficulties do elderly experience in an urban environment? Digital tools provide new opportunities to reach out to and better include people in planning. Along with broad community participation, comes trust, understanding and pride.

Whether it's a park, a square or a library, everyone should feel welcome; a sense of belonging strengthens democracy. Public places have an important role in contributing to wellbeing and bringing

people together on the path to understanding one another.

## **CREATING VALUES**

A major challenge is the regeneration and densification of cities. Taking into consideration the existing qualities such as culture, businesses, infrastructure and social capital can contribute to positive economic, social and environmental benefits – both short and long term. Subsisting attributes cannot be recreated and a careful appraisal of the physical environment as well as the experiential qualities (those that can't be easily defined) can be important for a city's attractiveness.

## **A SMART CITY**

Digitalisation provides new opportunities and affects both human behaviour and the physical environment in which we live. Technology can support in the efforts to live more sustainably, but it can also steer towards a completely opposite direction. Altered buying habits can affect the city's functional use of space, while new mobility solutions can release areas that were originally designated for streets and parking.

Digital development moves at a quick pace, but we believe that it is necessary to continue to develop cities from a human perspective and always in a sustainable direction. For us, a smart city is a city that listens to its citizens.

\* [www.un.org](http://www.un.org)



*Taking advantage of existing values contributes to positive economic, social and environmental gains.*



### SUSTAINABLE HOUSING IN LONDON

White has won the competition to design phase two of Gascoigne East, one of London's largest urban development projects in Barking. The first phase in the area encompassed more than 400 flats and a school. White's assignment consists of designing approximately 500 flats for families, students and the elderly, as well as some smaller houses. The residential neighbour-

hood is inspired by Scandinavian planning with a focus on green courtyards and shared spaces. To serve as an excellent example of modern, sustainable living is the ambition for Gascoigne Estate.

**Project:** Gascoigne East, Barking, London, UK

**Client:** Be First, Barking Council and Dagenham Council

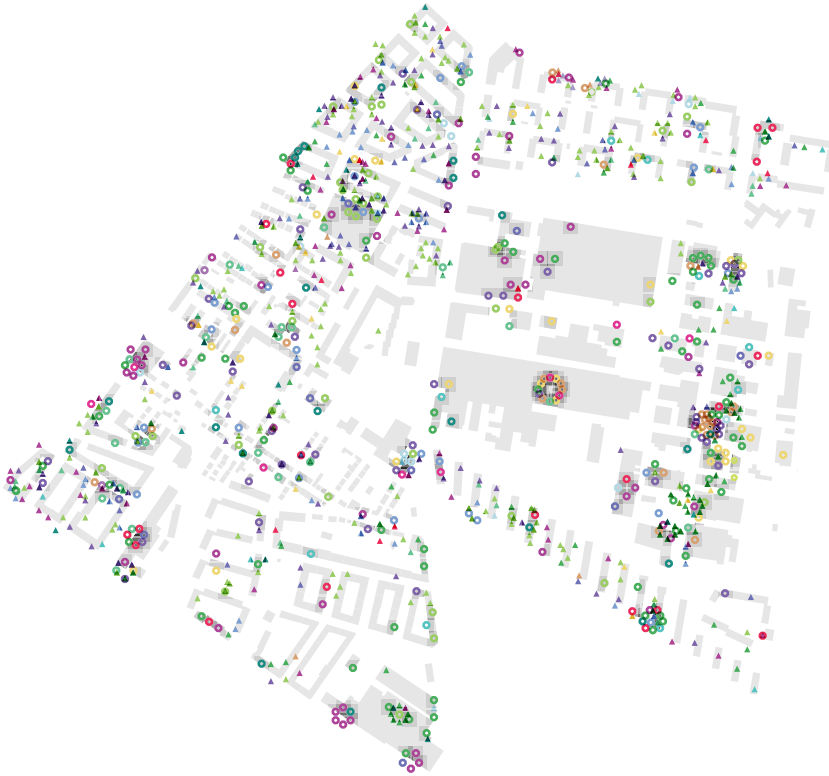
### WHITE RESEARCH LAB – HAI

HAI (Sustainable return on investment) is a model for evaluating social and environmental values along with more traditional economic ones. The goal is to develop a standardised valuation model for urban development in Sweden and other countries, as well as to understand which business models can support this.

The project is funded by Vinnova, and has a team composed of municipalities, businesses, academia and organisations. White's participation includes providing specialists in the fields of urban planning, social and economic sustainability.







### LONG-TERM VALUES

“How can Malmö transform the district of Sofielund from an unsafe neighbourhood into an attractive area for visitors and businesses?” This question was the starting point for Stadsdelsatlas (Urban Atlas) Sofielund, a mapping exercise which investigated the area’s local businesses and social networks.

A city is often much more than we first experience. Sofielund turned out to have 1,200 businesses and a plethora of positive values. Nowadays when cities are densified, existing

businesses often are forced to relocate; to counteract this, Urban Atlas clearly demonstrated the importance of including more perspectives than those typically included in the urban planning process. In conclusion, the term ‘value’ needs to have a broader definition, beyond real estate prices, including cultural, social and socio-economic values.

**Project:** Stadsdelsatlas Sofielund, Malmö, Sweden, [www.fastighetsagaresofielund.se](http://www.fastighetsagaresofielund.se).

**Client:** City of Malmö and Fastighetsägarna Sofielund

### A TABLE WITH ROOM FOR EVERYONE

Långbord, “The Long Table”, is a sociable piece of furniture and a meeting place with room for everyone. The project is one of three social installations aimed at improving the sense

of security in the Söder district of Helsingborg, Sweden. Serendipitous meetings contribute to an enhanced sense of community and belonging. The idea for the S-shaped table came

from interviews with residents as S proudly stands for Söder.

The project is a partnership between the City of Helsingborg, White, the artist Ebba Matz, Kulturhotellet and Nola.





### A TOWN SQUARE FOR ALL

Located in the heart of Uppsala, Forumtorget has long been a well-established meeting point. However, it lacked seating and character. The shopping street has now been developed into a city plaza with a 65-metres-long inviting sofa fostering engagement, activity, or place to take a pause. The refurbishment has further established the location's existing identity as a spot to meet.

Comprising 6,726 unique components made from glass-quartz composite, the sofa offers an infinite variety of seating positions and allows everyone to sit or lounge – tall or short, young and old alike. The complex design was coordinated by Dsearch, our digital design and development team.

**Project:** Forumtorget, Uppsala, Sweden  
**Client:** Municipality of Uppsala





# A home is a human right



*The design of housing, along with the surrounding environments, can greatly impact how sustainable you can live your life.*

**By 1948, the UN had already determined that having a place to live is a human right. There are, however, different types of homes for different needs. Designing homes and their environments with care and consideration can enhance a person's quality of life and encourage a sustainable lifestyle.**

#### **NEW WAYS OF LIVING**

The housing shortage in Sweden continues at a high, as does the lack of good quality housing at reasonable prices; we notice as well similar challenges in other countries. A solution is the development of varied types of housing, for different target groups. Interest in collective housing is increasing and the benefits of living together are many beyond being less expensive. Not only does cohabitation decrease loneliness, while increasing security, but it also reduces the environmental impact through better utilisation of common resources.

#### **AN AGEING POPULATION**

All over the world there is a rapidly increasing aging population. This generates new demands for housing for special needs. Many elderly people are active and desire social interaction, however,

continue to live alone in their own homes for lack of a suitable alternative. New types of living accommodations, such as senior living with common spaces, combine the need for extra support and security with a social life and proximity to service and communication.

#### **SUSTAINABLE LIFESTYLE**

The design of residential buildings and their surrounding areas can greatly impact the quality of life and the possibility to achieve a sustainable lifestyle. Many factors facilitate a sustainable everyday life, such as proximity to public transport, services, greenery and sharing items with your neighbours. Being close to greenery and gardening has been determined to reduce stress and to be overall good for your health as well as provide desirable meeting places for people of all ages.



### HOUSING FOR UNDER-UTILISED LOCATIONS

As part of London's Affordable Housing Challenge, our 'Hedge House' proposal offers affordable homes which could fit in between existing buildings, and in particular, those built during the 60's and 70's. The building is space efficient with a small footprint and is designed to be constructed with a light wood frame suited for modular prefabrication.

**Project:** Hedge House, London, UK  
Competition proposal

The proposal was awarded the BB Green Award for most sustainable project in the competition.



### IVY AND BIKES

The Islaggen neighbourhood consists of 57 rental and ownership apartments, like 'garden villas', with large balconies providing space for growing and green façades. Nature is right on the doorstep and the neighbourhood is a cavalcade of biological diversity with varying types of plants, bird feeders and insect hotels. Solar panels provide heat and electricity and the energy surplus is utilised to charge electric cars and bicycles. There is also a workshop where you can borrow bikes and tools.

**Project:** Kv Islaggen, Helsingborg, Sweden

**Client:** Tornet

**Completion:** 2021

### WHITE RESEARCH LAB – THE SÖDERTÖRN MODEL

To create inclusive, sustainable cities, we need innovative planning, governance and an understanding of people's needs. This is the starting point for the Södertörn Model. Business, academia and the local municipalities in the south of Stockholm have worked together to develop methods for knowledge-driven, co-created and value-based urban development. The model is intended to be adopted by other municipalities as well as internationally.

The project is funded by Vinnova. Read more: [sodertornsmodellen.com](http://sodertornsmodellen.com).

**A GALLERY FOR THE SENSES**

Health Centre Lindesberg offers healthcare services as well as attractive apartments. Two buildings are linked by a glass gallery, which becomes a green living room. The accommodation offers a sheltered park environment and security both indoors and outdoors. Aimed at residents with special needs regardless of age, the homes can also be converted into nursing units. Nordic woods dominate the design and a green roof covering the buildings creates a link to the surrounding landscape.

**Project:** Health Centre, Lindesberg, Sweden  
**Client:** Lindesbergs bostads AB, Landstinget Örebro Län (Örebro County Council)  
 Due for completion in 2019.



**SOLO LIVING BUT NOT ALONE**

The 190 student apartments have been designed based on a survey showing that students prefer having their own bedroom and bathroom but are happy to share other spaces. Taking this cue, the entrance balconies form a social node.

Tenants moving in are requested to sign a contract committing to a sustainable lifestyle; to help facilitate this, cargo bikes, furniture and tools are all available for loaning. The site offers solar energy, bee hives, local management of stormwater

and waste as well as allotments for growing vegetables.

**Project:** Kv Regnbågen/Campus Björkhagen, Stockholm, Sweden  
**Client:** Stiftelsen Stockholms Studentbostäder  
**Completion:** 2020



# Nature enriches urban life

**Climate change increases the risk of drastic downpours and extreme drought. Both are threats to buildings, infrastructure and access to clean drinking water. Nature and architecture, together, can play a key role in solving the problems and simultaneously enriching the urban experience.**

## **ECOSYSTEM SERVICES ENRICH**

Rainfall, flooding, water scarcity and poor water quality require new approaches for cities to continue to be economically attractive, desirable places to live. At the same time, the depletion of biodiversity threatens human survival. As cities expand, so do the hard-paved surfaces, which is a devastating development for ecological diversity, infiltration of water and temperature regulations.

By enriching the city with ecosystem services, many other problems can be resolved. Parks or wetlands strengthen the existing ecosystems, urban cultivation provides locally produced food and stretches of land designated for exercise and recreation facilitate good health. Greenery and water usually contribute to the most attractive and social meeting places in the city.

## **MAJOR INVESTMENTS**

In 2011, Copenhagen was hit hard by heavy rains. Two hours of intense rainfall resulted in damages worth 7 billion DKK \*. Subsequently, the city has been investing purposefully in building preventative measures against extreme weather which has simultaneously enhanced the quality of the public spaces. In the next few years, many cities will need to follow Copenhagen's lead and majorly invest to prevent or cope with the effects of climate change. By managing the investments in the best way, many other values can be created for both the environment and inhabitants – ecological, social and economic values and profits usually work in harmony.

\* svt.se/nyheter, January 23, 2017



*Ecosystem services not only make cities more beautiful. They also contribute positively to social, ecological and economic values.*

## **WHITE RESEARCH LAB – C/O CITY**

For many years White has been a participant in the c/o City research project. Its purpose was to highlight the value of nature in cities, with the goal of making ecosystem services into an integrated part of urban planning. Several handbooks and specific solutions have been developed. The project is now completed and c/o City has been transformed into a non-profit association including White as one of its initiators. Read more: [www.cocity.se](http://www.cocity.se)



### A ROOFTOP PARK

The new school and sports hall in Halden will contribute to a vibrant place where people can meet regardless of age or time of the day – a sports facility, a café and an outdoor activity park.

A major challenge is accommodating the outdoor environments at the small site. By designing a partially subterranean sports hall,

the roof can be transformed into a green, attractive, public place for all the locals.

The school will be constructed in massive timber and the goal is to achieve BREEAM-NO Very Good.

**Project:** Halden School, Norway

**Client:** Halden kommune

**Team:** White, Dronninga Landskap, ÅF

**Completion:** 2021



### ATTRACTIVE STORMWATER

During the planning stages of the new neighbourhood of Vallastaden in Linköping, the area's stream played a vital role in consideration of the fact that water levels can vary significantly. A much-loved park and attractive urban space, the park doubles as an open stormwater system filled with many valuable ecosystem services.

**Project:** Broparken, Linköping, Sweden

**Client:** Municipality of Linköping





### WHITE RESEARCH LAB – STED

The three-year long Nordic research project, STED (Sustainable Transformation and Environmental Design), highlights the importance of the architectural design process for driving forward sustainable transformation of building projects. The project has investigated how new digital information and communication tools (ICT) can be utilised to enable sustainable decisions in the early design phases, e.g. lifecycle analyses, climate and energy simulations.

Four research institutions (DTU, Chalmers, KADK, NTNU) and five architectural practices (White, Vandkunsten, Oopeaa, Studio Granda and Helen&Hard) have participated. The project received support from the Nordic Built Foundation and ARQ and concluded in 2018.





## FROM IDEA TO CLIMATE-ADAPTED NEIGHBOURHOOD

EcoCanopy started as an idea to create a sheltered public space in the gap between buildings, particularly in residential areas from the 60's and 70's where public spaces are poor or non-existing. The idea turned into several research projects and eventually a full-scale concept. This is planned to be built in the Ebbe Park neighbourhood of Linköping, an older, centrally located industrial area. White invited the inhabitants to express, through digital platforms, what it would take to make the area into their dream location.

The concept is based on a transparent membrane spanning between two existing buildings, which creates a unique climate providing opportunities for greenery, cultivation, social activities and places to meet all year round. Ecosystem services are implemented in several ways, such as water purification and management. Sustainable features like natural ventilation, reuse of energy, waste management as well as cutting edge lighting technology will be implemented. The lightweight tree-shaped structure has been

developed by Dsearch, White's digital design team. EcoCanopy can set a new standard for developing sustainable, climate-adapted neighbourhoods, whether it's a matter of densification, for new production or a renovation project. The concept will be further development at two sites in Stockholm.

**Project:** EcoCanopy/Ebbe Park, Linköping, Sweden

**Client:** St Kors

Research funding from the Swedish Energy Agency, Nordic Innovation, ARQ, the Swedish Environmental Protection Agency, et al.



# Architecture that makes us feel good

**The design of buildings and cities effects people's quality of life. Daylight, materials, greenery, calming and stimulating environments are elements of great importance for health, wellbeing and recuperation. Architecture can make us feel good.**

## **A HUMAN RIGHT**

Good health is fundamental for people to be able to develop and it is a human right to have access to care. Unfortunately, the tendency is an increased health inequality in societies all over the world. In urban areas, life expectancy can vary as much as 10 years from one city district to another. Poor health is often strongly linked to socio-economic conditions such as education, work and sense of belonging.

## **DESIGNING FOR HEALTH**

Poor health can also be a result of a sedentary job, poor air quality, stress and lack of physical activity. The design of both indoor and outdoor environments can greatly affect health and wellbeing as well as stimulate a change of behaviour.

Daylight and air quality affect concentration and alertness, while vegetation is shown to have a calming effect. Places and environments for physical activities for children as well as adults is of long-term importance for public health.

Within healthcare, White's research has shown that by designing psychiatric clinics from a human, biophilic perspective, medication and care needs can be drastically reduced.

An escalation of supporting evidence demonstrates the costs and consequences of increased poor health on society. In response, the design community is progressively taking a holistic-health perspective to urban design, healthcare environments, offices, schools and residential areas. Architecture can actually make us feel better!

## **WHITE RESEARCH LAB – ARCHITECTURE AS MEDICINE**

Does healing architecture really exist? That is the question posed by a licentiate thesis based on studies of several of White's psychiatric clinics. It shows that medical restraint, threats, violence and medication are all dramatically reduced when the architecture is designed from a human perspective. The needs for feeling safe, daylight and a connection to nature are particularly important design features.

From Healing Architecture: Evidence, Intuition, Dialogue by Stefan Lundin, White/Chalmers University of Technology.

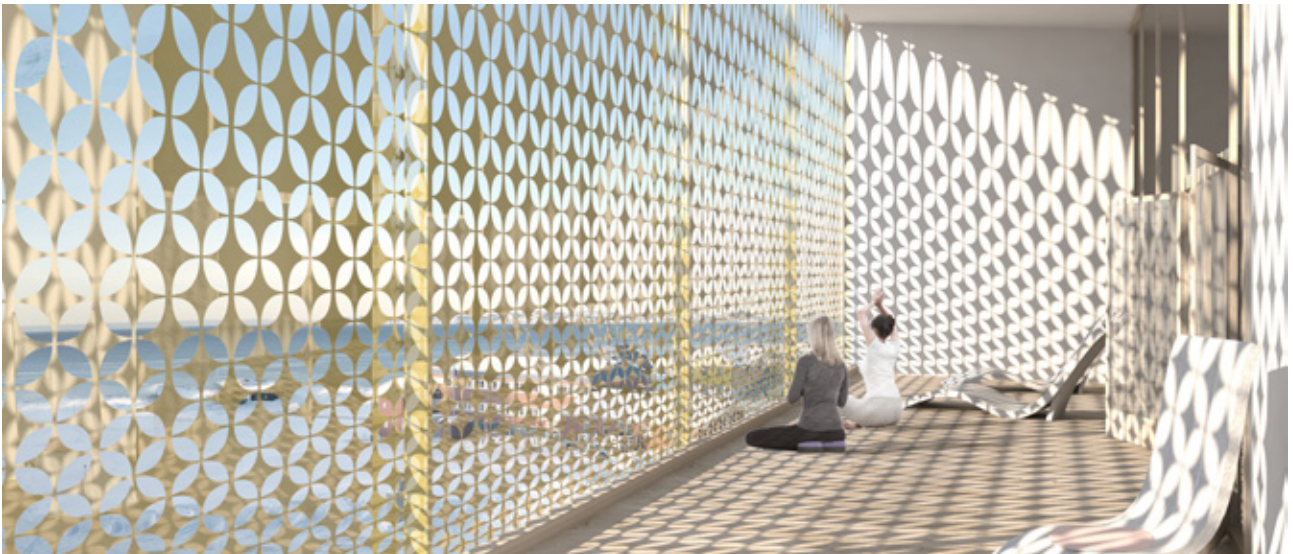
## DESIGN WITH COMPASSION

Panzi Hospital near Bukavu in DR Congo is known for its work with women who have been subjected to sexual violence. The hospital is run by human rights advocate Dr Denis Mukwege, recipient of the 2018 Nobel Peace Prize.

A new mother and baby unit is now being established to reduce mortality rates, provide a positive birth experience and better working conditions for staff. We know that a welcoming environment, daylight, greenery and a private setting can support the healing process.

**Client:** Panzi Hospital, DR Congo

**Collaboration:** White, University of Gothenburg, WSP, Art of Life and Birth and Chalmers University of Technology



“

*Focus on health and wellbeing is increasingly taking place in the planning and design of cities and buildings.*

## HEALING ARCHITECTURE IN A DRAMATIC LOCATION

The new psychiatric clinic in Nuuk, Greenland, is based on White's research on healing architecture. Common spaces have a strong connection to nature and the boundary between interior and exterior melts into one. Because of its calming properties, wood is chosen as the dominant material for both the structural frame and interior finishes. Large windows let

in light to all rooms and offer patients a view of the mountains or across the fjord. There is a high visibility of internal spaces creating a secure, calm and safe atmosphere for patients and staff.

**Project:** Nuuk Psychiatric Clinic, Greenland  
**Client:** Sundhedsvaesendet (Public Health Service), Greenland  
**Completion:** 2022



# Architecture across borders

**White's international business ventures provide the opportunity to share experiences, build new knowledge and create architecture from new perspectives. We focus on countries and regions where sustainability issues are highly prioritised and where we can create business relationships that, in the long term, build a new market for us.**

## **STRONG COLLABORATIONS**

In 2018, we strengthened our international operations. Our offices in Oslo and London are now well-established and have won the commissions for several new, exciting projects. Our focus has also been directed towards Canada, Germany and East Africa where there is a significant potential to develop sustainable architecture and where actions for decreasing global warming are prioritised.\* Our strategy is to strengthen relationships with local partners to build important networks and to gain new knowledge and a better understanding for the global challenges.

## **ATTRACTIVE COMPETENCE**

Scandinavian architecture and our long experience in wood construction, sustainable urban planning and healthcare architecture is particularly sought after internationally, as well as our broad competence in creating energy efficient and zero carbon architecture.

Our collaboration with the GoDown Arts Centre in Nairobi continues and is an example of how culture can be a driving force in both democratic and urban development. The new Leadership Centre in Nairobi will be completed

in 2019 and will be Africa's first LEED Gold certified project.

## **MELTING PERMAFROST**

The consequences of climate change are becoming increasingly evident. In Canada, melting of the permafrost is a major issue which presents new challenges when planning cities and buildings. One such example is our project, Nordic Centre for Sustainability in Yellowknife, Canada.

## **SHARING EXPERIENCE**

During 2018, White participated in several international conferences and exhibitions. Our project "Places for girls" was presented at the World Urban Forum under the category of Equality in Urban Planning, and at a London street theatre it was presented as a play under the same theme. Our knowledge in wood architecture and low carbon construction was presented at the Woodland Exhibition in Germany and at Greenbuild in Montreal, Canada. Additionally, in collaboration with Climate-Kic, we participated in Urban Innovation Lab in Hamilton, Canada.

\*Pew Research Center Feb 10 2019, "Climate Change Still Seen as the Top Global Threat"



## HEALTHY, SCANDINAVIAN ARCHITECTURE

White won the international competition for a new eye clinic at Kings Cross in central London, which will gather care, research and education in modern and flexible environments. White is providing services to design interior and exterior public environments, based on Scandinavian architecture and our research in healthcare architecture.

**Project:** Moorfields Eye Hospital, London, UK

**Client:** UCL Institute of Ophthalmology and Moorfields Eye Hospital.

**Team:** White, AECOM and Penoyre & Prasad

**Completion:** 2025–2026







# Awards and achievements

Competing has always been a factor which determines success. Both in Sweden and internationally, competition is a way to receive the most rewarding assignments, but also an opportunity to test new ideas and exercise our creativity. The prize pool for 2018 shows the breadth of offering: from housing projects, hospitals, schools and hotels, a water tower and a viewing point in a national park in Africa.

## COMPETITIONS WON

1. **Moorfields Eye Hospital**, London, UK
2. **Halden school**, Halden, Norway
3. **Ornäs harbour**, residential development, Borlänge, Sweden
4. **Wildlife Pavilion**, Amboseli National Park, Kenya
5. **Österskans hotel**, Halmstad, Sweden
6. **Residential block G Årsta**, Stockholm, Sweden
7. **Centre for local municipality**, Botkyrka, Sweden
8. **Gascoigne East**, residential development, London, UK
9. **Water tower "Våga"**, Varberg, Sweden  
**Town square**, Piteå, Sweden  
**Commercial development**, Nacka, Sweden  
**Cirkusgränd**, commercial development, Stockholm, Sweden

## AWARDS

10. **Skellefteå Cultural Centre**, Sweden  
Architectural Review/Mipim Future Project Award 2018.
11. **Bråtejordet school**, Norway.  
Skedsmo municipality's architecture- and urban development award.
12. **Humanistic Theatre**, Uppsala, Sweden. Steel prize and Aluminium prize.



# Our actions impact the world

**With the long term in mind, we work actively to minimise the environmental and climate impact of our operations. Since 2014, we have reduced our climate impact by 56% per employee. As a company, we have an important role to motivate both employees and those in our sphere of influence to live sustainable lifestyles. We want to inspire people to work for a better world.**

## **CLIMATE REPORT**

In 2018, total CO<sub>2</sub>e emissions amounted to 1285 tonnes, which corresponds to 1.77 tonnes of CO<sub>2</sub>e per employee. This is an increase of 11% since 2017 (15% per annual employee), but in comparison to 2014, it is, in fact, a reduction of 40% (56% per employee). The reason for the increase in 2018 is primarily due to new emission factors, an increase in domestic air travel, as well as the fact that emissions from flights at high altitude have been calculated more accurately. Compared with 2014, emissions per employee have decreased by 59% for travel, 13% for purchases (including food, IT/Tele and paper), 40% for energy and 71% for waste. For the first time, emissions from cloud services and hotels have been calculated. Taking these into consideration, the total CO<sub>2</sub>e emissions amounted to 1395 tonnes, which corresponds to 1.92 tonnes of CO<sub>2</sub>e per full-time employee. Our carbon offsetting is based on these figures.

## **88 PERCENT BY TRAIN**

Our travel policy states that train shall be the first choice if possible. 88% of our business travels within Sweden were made by train in 2018. Train travel has increased in 2018 compared with previous year; we travelled 1,980,000 km by train, which is equivalent to 49 laps

around the globe. This caused just over 5 kg CO<sub>2</sub>e emissions. If we had chosen to go by plane at these routes instead, it would have caused as much as 200,500 kg CO<sub>2</sub>e.\*

International air travel has decreased in 2018, however has increased in the Nordic region. One reason is that we have had several projects in northern Sweden and Norway.

To decrease the need for travelling, we have well developed equipment for video and telephone conferences. In 2018 we made a sizable investment in "Our New Digital Office", which has further improved the ability to work remotely, both between White's offices and with our clients.

## **98 PERCENT VEGETARIAN**

We have a policy to only serve vegetarian meals at activities arranged by the company. We've almost reached it: in 2018, 98% of the meals were vegetarian.\*\* This saves 428 tonnes of CO<sub>2</sub>e compared to non-vegetarian choices.

We also aim to avoid palm oil. To reach this goal, it is important to make demands on our suppliers. It is a learning process, for us and them, but it is slowly progressing.

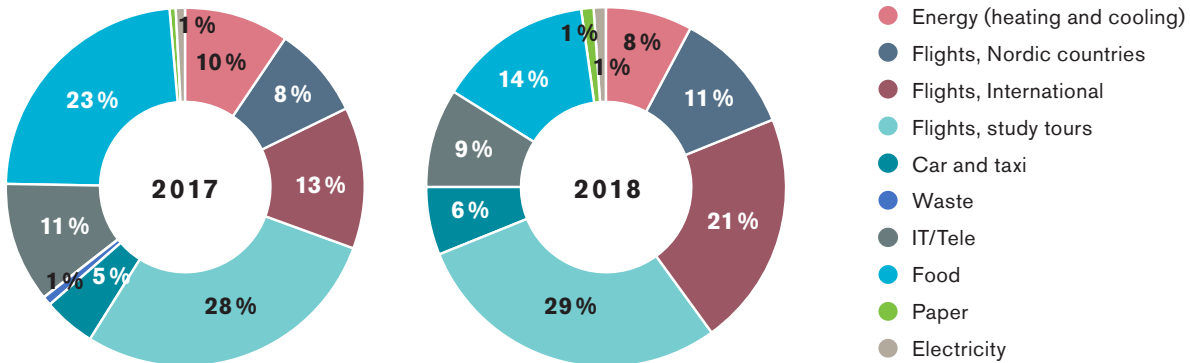
\* Figures from SJ

\*\* Figures from South Pole

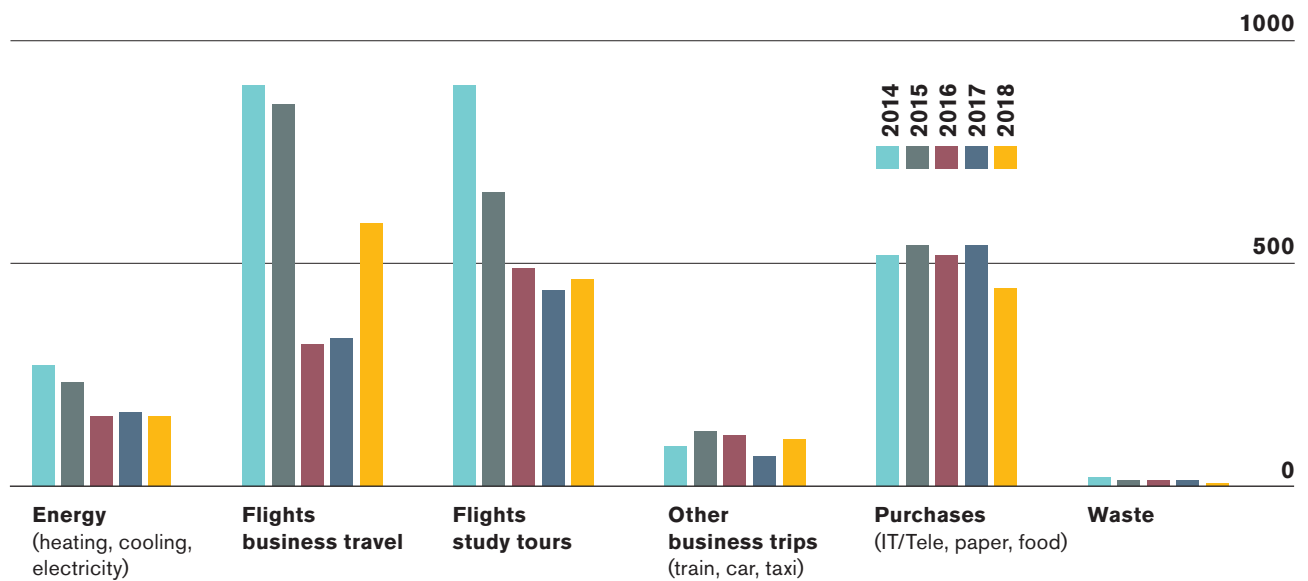


*Our goal for 2019 is to reduce the CO<sub>2</sub>e emissions by 30% each for travel, purchasing, energy, and waste, compared to 2014.*

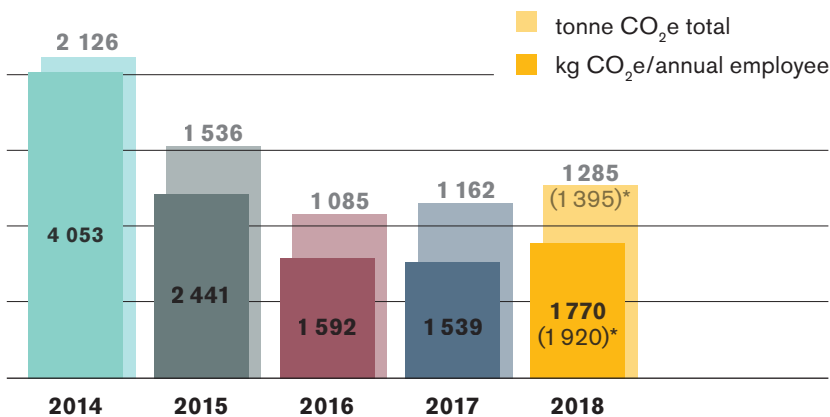
**DISTRIBUTION OF CO<sub>2</sub>e EMISSIONS 2017 AND 2018**



**CO<sub>2</sub>e-EMISSIONS 2014–2018 (KG PER ANNUAL EMPLOYEE)**



**TOTAL CO<sub>2</sub>e-EMISSIONS 2014–2018**



**FIGURES**

Data to the calculations have been provided by property owners, energy suppliers, travel companies and compilation from our finance department. Climate calculations are conducted by the South Pole Group in accordance with the Green House Gas Protocol (GHG). The result applies to our offices in Sweden.

\* Figures in parentheses including emissions from cloud services and hotel stays.



**CLOUD SERVICES  
REACH 8 PERCENT**

For several years, IT and mobile phones have been the third largest source for our CO<sub>2</sub>e emissions. For the first time, we have calculated the impact of the cloud services we use and they accounted for 8% of the company's CO<sub>2</sub>e emissions.

**RENEWABLE ELECTRICITY  
IN ALL OFFICES**

We have renewable electricity in all offices and have high standards for energy efficient equipment and lighting. Electricity and energy use are at similar levels as the previous year. In 2019, an energy survey will be conducted at all offices to identify any potential energy savings.

**CLIMATE NEUTRAL COMPANY**

The climate calculations have been carried out by the South Pole Group in accordance with the Green House Gas Protocol (GHG). White carbon offsets all emissions (including the new aspects of cloud services and hotels), which makes us a climate neutral company. By doing this, we can contribute to places like the Kariba Forest Foundation in Kenya.

**SUSTAINABLE LIFESTYLE**

As a company, we want to inspire both employees and others to adopt a more sustainable lifestyle. Our offices take different initiatives, adapted to local challenges: public transport cards and bicycles can be borrowed and swap markets, film screenings and lectures on healthy and climate-smart food are organised. To reduce the use of disposable items, there are lunch boxes to borrow when you bring food to the office, eg salad or sushi. It is important to encourage initiatives and to work actively for a more sustainable and enjoyable workplace.

**SOCIAL ENGAGEMENT**

Social engagement has always been an important part of White's culture. Over the years we have had a major focus on commissions in healthcare, school and housing. People's needs are always the starting point of our assignments. Our social commitment is also expressed in several development projects within White Research Lab, such as "Light Lab for Children" and "Places for Girls".

During 2018, we have worked pro-bono on some major commissions. They include the PanziHospital, Bukavu, DR Congo: new Women's clinic at Nobel laureate DR Mukweges Hospital (read more on page 51) and the GoDown Arts Center, Nairobi, Kenya: A cultural centre that will be the home of artists and other creators, a stage for the free speech and a democratic meeting place for the citizens.

**COMMITMENT TO SUSTAINABILITY**

We have a membership in many organisations and associations within sustainable development. The primary ones include: Fossil free Sweden, the Governments initiative; the independent think tank Global Utmaning (Global challenge); Sweden Green Building Council; Sustainable Innovation; NMC Network for Sustainable Business; CSR West Sweden; co-founder of c/o City, association for ecosystem services; and co-founder of Byggvarubedömningen, the largest building material assessment database in Sweden.

**WE SUPPORT**

A selection of the associations and organizations that we financially support are the following: Médecins Sans Frontières (MSF), BRIS-Children's Rights in Society, CancerRehabFonden, Giving People, Aktiv skola (Active school) and Noll Tolerans mot mobbning (Zero Tolerance to Bullying).



*We want to inspire both employees and others to adopt a more sustainable lifestyle.*



*Urban farming on the rooftop of  
White's office in Stockholm*





## PATIENTS FIRST

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The New Karolinska Solna project, a hospital of 330,000 square metres, is one of Sweden's largest new construction projects of all time. Included are environments for both healthcare and R&D. The architecture is based on research revolving around the importance of the healthcare environment for wellbeing for both staff and patients, with daylight, exterior views and only single-patient rooms. The project has been carried out by White Tengbom Team and is certified LEED Gold and Miljöbyggnad Guld.

**Project:** New Karolinska Solna, Sweden

**Client:** Swedish Hospital Partners

**Completed:** 2018



# High energy despite slowdown

A slowdown in the Swedish market was noticeable in 2018. Nevertheless, we experienced an increase in number of commissions. We invested greatly in digitalisation and launched “Our digital office”. The 300,000 sqm New Karolinska Solna hospital project, which has been White’s largest assignment ever, was festively inaugurated in May.

## RESULTS AND FINANCIAL POSITION

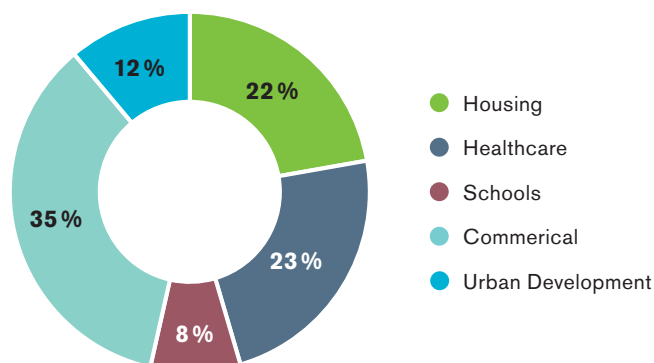
The 2018 results were lower than in recent years. A slowdown in economic activity and the fact that a large portion of our large-scale projects were completed at the beginning of the year resulted in the reduction of invoicing. Despite lower incomes, a high level of internal investments was maintained, such as competitions, digitalisation and R&D. The operating profit for the concern, before and after foundation

provisions, amounts to 35.9 million SEK and 27.9 million SEK, respectively. This corresponds to an operating margin of 4% and 3%, respectively. The concern's equity was 39.3% and liquidity was satisfactory with a cash flow of 194%.

During the year, 2,352 new assignments were registered (compared to 1,533 in 2017). Commercial premises comprise the highest proportion, followed by housing and healthcare.

## MARKET AREAS OF NEW COMMISSIONS IN 2018

(percentage of new orders)





## FINANCIAL INFORMATION

	2018	2017	2016	2015	2014
<b>FROM THE INCOME STATEMENT*</b>					
Operating revenues	870 675	964 010	892 156	824 278	759 466
Operating profit	27 868	38 909	60 280	42 605	64 354
Profit after financial items	27 641	40 003	60 307	47 020	63 693
Tax on profit for the year	-15 176	-8 075	-13 583	-11 147	-15 922
Profit for the year	12 465	31 928	46 724	35 873	47 771
Minority share of profit for the year	1	8	-272	-83	-65
Profit for the year	12 466	31 936	46 452	35 790	47 706
<b>FROM THE BALANCE SHEET*</b>					
Intangible fixed assets	0	29	141	666	2 094
Tangible fixed assets	3 881	5 473	9 558	20 901	30 500
Financial fixed assets	161	728	985	1 190	2 394
Current receivables	284 204	402 295	303 560	271 188	284 688
Cash and bank balances	49 915	36 586	57 076	40 400	37 927
Total assets	338 161	445 111	371 320	334 345	357 603
<b>SHAREHOLDERS' EQUITY</b>					
Minority share of equity	6 978	6 979	6 987	6 715	6 632
Provisions	25 941	25 154	23 957	19 973	20 819
Current liabilities	172 369	261 968	181 597	165 987	186 726
Total sum of shareholders' equity and liability	338 161	445 111	371 320	334 345	357 603
<b>KEY FIGURES</b>					
Return on shareholder's equity (%)	8,8	20,6	31,0	25,1	36,3
Profit margin (%)	3,2	4,1	6,8	5,7	8,4
Revenues per employee (KSEK)	1 294	1 322	1 308	1 304	1 303
Equity/assets ratio (%)	39,3	33,9	42,8	42,4	40,1
Average number of employees	673	729	682	632	583

\* KSEK

**Definitions**

Return on shareholders' equity (%): Profit for the year after minority share as a percentage of benchmark equity excluding minority share.

Profit margin (%): Profit after financial items as a percentage of operating revenues.

The equity/assets ratio (%): Shareholders' equity excluding minority share as a percentage of total assets.

**WHITE INTRESSENER AB**

Organisation number 556598-8499







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