

LUMES
**Lund University International Master's Programme in Environmental Studies and Sustainability
Science**

A Deep Green Journey
**Case Study of the Procurement Activity as an Effective Accelerator of Skanska's
Green Vision**

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Abstract

The built environment imposes challenging impacts to the natural environment as it transforms ecosystems, consumes high quantities of energy and it's a major contributor to green house gases. As one of the world's leading construction companies, Skanska aims to contribute to the reduction of environmental impacts by providing creative solutions, which are also good for the business.

This has encouraged Skanska to develop construction solutions that can be future-proofed, meaning that what is constructed today should not be outdated tomorrow. With this goal, Skanska aims to become the *Leading Green Project Developer and Contractor* by following a process that has been defined as the *Deep Green Journey* in which the goal for the products and the construction process is to generate zero impacts to the environment in the near future.

Therefore this research explores how Skanska's procurement process, with a particular focus on the unified procurement unit, can accelerate the achievement of Skanska's green vision by identifying the strengths, weaknesses, opportunities and threats in this process and its relation with the supply chain.

The study was conducted as a case study which utilizes quantitative and qualitative methods, mainly semi structured interviews with internal employees. A thematic analysis was done and complemented by a self administered questionnaire which was sent to a group of product and service providers to Skanska.

The findings revealed that the procurement activity could be an effective accelerator to Skanska's *Deep Green Journey* as long as the purchasers have the awareness, the knowledge and the incentives to address environmental questions with the suppliers; the support processes and tools can be put into practice and the green vision is extended clearly to the suppliers. Having a clear communication between different stages of the construction process such as the design, procurement and construction phases is also a key driver.

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