



# Annual and Sustainability Report 2025

# Continuing to do good things is an active choice

“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.” The words of American anthropologist Margaret Mead feel unusually relevant right now.

We are living in a time when sustainability efforts no longer have the wind at their backs. On a global level, much of the momentum behind these ambitions has faded, particularly in the United States, but also within the EU. Focus is shifting, priorities are changing, and several major companies have alarmingly quickly adapted to a new political landscape. This is a development that risks slowing the transition at a moment when it actually needs to accelerate.

That is precisely why it is crucial that we in Sweden do not relax. That we do not take off the leader’s jersey. The transition to more sustainable urban development is not only a matter of responsibility. It is also a question of long-term competitiveness, capacity for innovation, and the quality of our living environments. Continuing to do good things, even when the world around us hesitates, is an active choice.

The construction and real estate sector faces some of the most complex challenges of our time. The climate impact of construction and material use remains high. At the same time, the need for climate adaptation is becoming increasingly clear, as are the demands to strengthen biodiversity and robust ecosystems in and around our cities. These issues are interconnected and must be addressed in parallel in every plan, every project, every decision.

We also know more today than we did just a few years ago. We know that it is possible to halve the climate footprint without it necessarily costing more through smart design, by choosing the right materials in the right places, and by making better use of what has already been built. The rest is about innovation: challenging established truths, daring to prioritize differently, and seeing constraints as drivers of new solutions.

When large systems begin to falter, smaller contexts become all the more important. Much of the most impactful work takes place in networks, collaborations, and research environments where committed actors continue to share knowledge, test new ways of working, and drive progress forward. In initiatives such as LFM30, Klimatarena Stockholm, and other industry collaborations, practical solutions are being shaped that make the transition possible here and now.

This is where we at FOJAB choose to focus our efforts. We stay the course even when the wind turns. We seek out contexts where ambition is still allowed, where responsibility is taken, and where the future is seen as something we can actually influence. We join forces with clients who, like us, want more. Because that is how change happens.

Are you one of them? Get in touch.  
We all need more of you.



Daniel Nord.

**Gothenburg City Library.**  
Remodeling and extension designed by Erséus Arkitekter, now part of FOJAB.  
Client: Higab  
Photo: Bert Leandersson

**On the cover  
Docks, Malmö.**  
The residential towers are Malmö’s new landmark, located on the site where the Kockums crane once stood.  
Photo: Gabriel Brandström





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Vyn – restaurant, hotel and food bar, Gislövshammar. Design concept and interior design. Winner of the Simrishamn Architecture Prize 2025. Client: Daniel Berlin Photo: David Valldeby

## THIS IS FOJAB

### OUR BUSINESS IDEA

We create architecture with lasting value for discerning clients. We deliver high-quality architectural work with a leading edge. Our core business is to create and develop architecture through a creative process shaping urban environments, buildings, landscapes, and interiors. It is a responsibility that carries weight, but also a unique opportunity to drive progress forward.

### OUR VISION

We create architecture for a better world. Our vision is to be a leading architectural practice by continuously developing both our architecture and our people. In every project, our mission is to create the remarkable places of the future.

### OUR RESPONSIBILITY

At FOJAB, we work towards long-term sustainable development and are convinced that architecture can help address societal challenges and create added value for all. We design buildings, places, and communities that support sustainable lifestyles, increase safety, and reduce social exclusion. We minimise climate emissions both in the construction phase and during operation.



**Keldur, Reykjavik.**  
Urban development following a win in an open international competition.  
Client: Transport of the Capital Area and the City of Reykjavik  
Illustration: FOJAB

**54**  
years in business

**8,5**  
out of 10 customer satisfaction

**199**  
million SEK net revenue 2024/25

**“Professional, competent, innovative.”**

Existing client in customer survey responding to the question: “How do you perceive FOJAB?”

# Strong client ratings provide a solid foundation for growth

## Results for the year

This year's results show positive development. Despite a challenging market environment, FOJAB has maintained a steady inflow of new commissions. There are several reasons for this: we offer a comprehensive range of services aligned with emerging societal needs, we have developed services and tools that meet client demand, and we work strategically and long-term to build networks and relationships.

## Sustainable growth

FOJAB's growth target is to expand sustainably and achieve a turnover of SEK 250 million by 2028. The business areas of Commercial Real Estate, Public Buildings, Industry, and Urban Development & Landscape are expected to remain in strong demand. The Residential business area is also expected to recover following a decline in project inflow during the economic downturn of recent years.

In 2025, international projects accounted for 8 percent of FOJAB's revenue. There is strong interest in sustainable urban development, and our expertise in this field is in demand. Our goal is to increase the share of international projects, primarily in the Nordic region and across Europe.

## What do our clients think?

In 2025, an extensive client survey was conducted to gain deeper insight into how we are perceived by our clients. The survey has provided a stronger understanding of client needs and expectations, as well as valuable insights into how our delivery, quality and service are perceived by both existing and new clients.

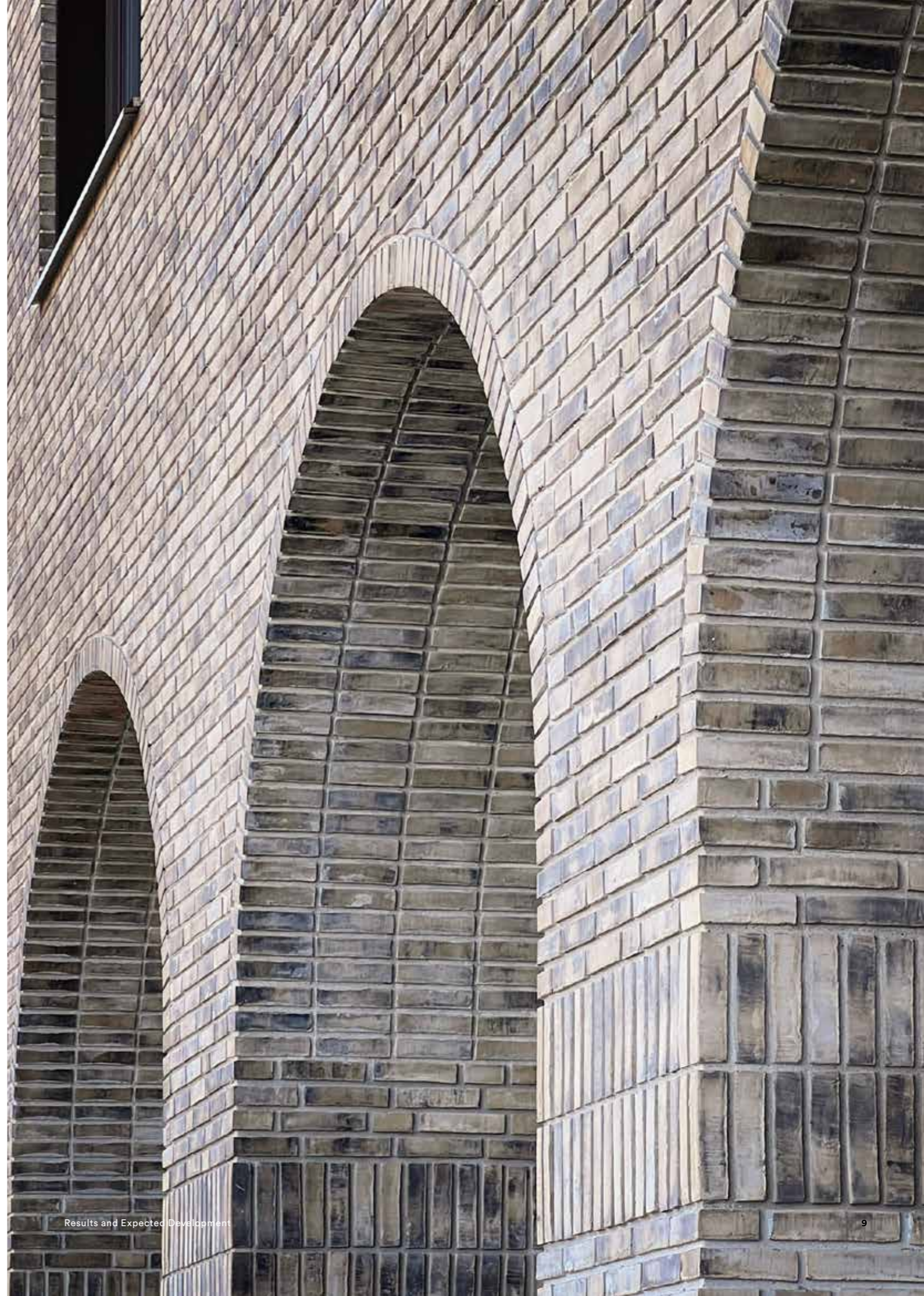
The results show that FOJAB is perceived as professional and highly competent, with strong ratings for collaboration, quality and delivery. Existing clients describe us as reliable to work with, particularly in complex projects where structure, experience and accountability are crucial. Words such as skilled, knowledgeable and responsive recur frequently.

Customer satisfaction is high, at 8.5 out of 10, and shows a clear upward trend over time, demonstrating that we create significant and lasting value in our collaborations. This is something we are especially proud of.

**Kvarteret Hanna, Burlöv.**  
Mixed-use block with rental apartments, condominiums, offices, retail, and services.  
Client: Trianon  
Photo: Mikael Pettersson

## Development of the company's operations, results and financial position

Financial overview	2025-08-31	2024-08-31	2023-08-31	2022-08-31	2021-08-31
Net revenue (SEK '000)	199 490	163 611	172 819	168 536	154 222
Operating margin (%)	13,2%	7,5%	10,7%	8,8%	13,1%
Total assets (SEK '000)	79 150	67 055	66 647	76 407	73 272
Equity ratio (%)	36,3%	29,3%	31,8%	27,6%	33,8%



# Creative breadth with a strategic edge

For us, it is essential that every architect has a deep understanding of users' and clients' operational needs. We therefore place great emphasis on understanding the context we help shape, as well as the activities that will take place in the environments we design. This is a prerequisite for creating sustainable, functional and beautiful environments, while also enabling efficient construction, operation and long-term management.

Different types of projects, such as urban development, industrial facilities, housing and public buildings, place very different demands on us. Through our business areas, we build in-depth operational understanding, specialist expertise and experience within each field, which enhances the quality of our projects.

Within each business area, we continuously develop methods, tools and ways of working tailored to the specific needs of each segment. In this way, we create a structured and long-term accumulation of knowledge that strengthens our people, our deliveries and our projects.

**“A broad expertise. A deep understanding of client needs. Proactive.”**

Existing client in customer survey responding to the question: “How do you perceive FOJAB?”



## RESIDENTIAL

By 2028, FOJAB aims to be Sweden's leading residential architects. We see strong opportunities for architectural development within housing in the coming years. New building regulations are creating new conditions, particularly for refurbishment and transformation, and there is a significant need to upgrade the Million Programme housing stock. Changing demographics are also creating a growing market for housing for older people.

FOJAB has extensive experience in residential architecture and consistently receives high client ratings. We understand local markets, our clients' needs, and the varying conditions across different segments. Our hallmark is strong concepts and well-designed layouts that create homes to love both inside and out.

We work with condominiums and rental housing, townhouses and villas, student housing, senior housing and assisted living, as well as hybrid buildings and mixed-use blocks.

**Docks, Malmö.**  
Condominiums.  
Photo: Gabriel Brandström

**Far left:**  
**The Villa, Lund**  
Student housing  
Client: Helsingkrona  
Nation  
Photo: Gabriel Brandström



## URBAN DEVELOPMENT & LANDSCAPE

With a curious perspective and broad expertise, we create inspiring environments that enrich people’s lives and add value to everyday life. Our focus is on strong ideas and concepts, with sensitivity to the place and the people who will inhabit it.

We develop structures that stand the test of time and offer a high degree of feasibility, grounded in evidence-based and research-informed approaches. Green and inclusive environments contribute to improved quality of life and make cities more resilient. In our work, nature-based solutions and the view of nature as an interconnected system are key starting points.

The Urban Development & Landscape business area offers specialist services in urban development, planning, and landscape architecture. We have expertise in process management, place development, landscape architecture, detailed planning, sustainable mobility, climate adaptation, and sustainable urban development.



**Above:**  
Lövholmen, Stockholm  
Urban development  
Client: City of Stockholm  
Illustration: FOJAB

**Left:**  
Campus Lund  
Public realm design  
programme  
Client: Akademiska Hus

***“Your quality, design and overall architectural expression—you are exceptionally skilled at it.”***

From FOJAB’s client survey

## COMMERCIAL REAL ESTATE

With solid expertise, passion, and a strong focus on value creation, we develop the buildings and places of the future. At FOJAB, we combine innovative ideas with extensive experience in design development and construction. It is not just about maximising square metres, but equally about creating attractive, healthy, and high-quality environments.

This business area includes offices, hotels, and retail, as well as property development, transformation, and building conservation. We identify and develop the potential in each new project and adapt existing buildings to meet new needs, with certified expertise in managing valuable cultural heritage.



**Above:**  
Olivin, Stockholm  
Office building on  
Kungsholmen  
Client: Skanska  
Illustration: Visulent

**Left:**  
Hamnporten, Norrköping  
Winner of land allocation  
competition 2026. Two  
office buildings in the Inner  
Harbour by the Motala  
River.  
Client: Mannersons  
Fastighets AB  
Illustration: FOJAB



**Lund District Court**  
Client: Specialfastigheter  
Photo: Felix Gerlach

**Below:**  
**Kviberg Crematorium**  
Designed by Erséus  
Arkitekter, now part of  
FOJAB  
Client: The Church of  
Sweden  
Photo: Hanna Jakobsson

## CIVIC REAL ESTATE

We work with places that embrace life, from birth to its final stages. Buildings where people marry, where decisions are made, and where justice is administered. Environments where people receive care, support, and rehabilitation. Spaces that enable life and society to function.

At FOJAB, we have extensive expertise and experience in managing complex organisations and decision-making processes, which is crucial in this type of project. Beyond functionality, we place great emphasis on architectural design for the experience of visitors and because the buildings themselves are important carriers of meaning.

This business area includes various types of judicial buildings, public buildings such as civic centres and city halls, as well as healthcare and care facilities.



**Mörrum School**  
Client: Karlshamn Municipality / JSB  
Photo: Johannes Alm



**Trikåfabriken, offices, Malmö**  
Client: Stena Fastigheter  
Photo: Felix Gerlach



**Dockan, Västerås.**  
Client: City of Västerås  
Photo: Markus Linderöth



**Sigtuna Stadsängar Energy Centre**  
Client: E.ON Energilösningar AB  
Photo: Tim Meyer

## EDUCATION, CULTURE & SPORTS

At FOJAB, we create added value; the extra qualities that ensure our clients get the most out of what is built. We have extensive expertise in working with children and young people. We create cross-disciplinary meeting places, spaces that enable flexible use, and inclusive environments that encourage movement. Or simply environments that provide calm for studying, safety, and inspiration.

## INTERIOR DESIGN

People thrive in beautiful environments. We create interior spaces that stand the test of time, often with an added dimension, and that reflect care for both people and the environment. We place great emphasis on qualities such as sensory experience and comfort—elements that bring people together.

## MOBILITY

Modern parking structures are much more than parking: they are tools for reducing car dependency, freeing up urban space, and creating vibrant neighbourhoods. We design mobility hubs that combine movement with services and social functions to contribute to attractive urban environments. They are also ideal platforms for testing innovative ideas.

## INDUSTRY

Industrial buildings are not just shells around a process. They are strategic tools that support and develop production and business operations. FOJAB helps companies create smart, safe, and flexible facilities that can grow with their operations.



**Göta Court of Appeal and Administrative Court of Appeal.**  
 Winner of the Jönköping Urban Design Award 2025.  
 Client: Castellum  
 Photo: Anders Bergön

Clients within the Civic Buildings segment include government agencies, regions and municipalities as well as private developers. What they have in common is a focus on complex projects with high ambitions in both technical and architectural quality. Clients also seek flexible solutions that can adapt over time to new and changing conditions.

– In all our projects there are operations with high demands on logistics, relationships, flows and security. The environments are often technology intensive and dense with installations, which makes our work with spatial design particularly important.

**Human needs**

Kjell points to the shift that has taken place in the design of civic buildings, perhaps especially court buildings. Interest in and understanding of the link between psychosocial aspects and spatial qualities has increased significantly, although there is still much to develop.

– Twenty years ago the focus was entirely on hard values such as flows and security. Few talked about the importance of carefully considered design, about the visitor’s experience of the environment, about creating a sense of safety in what is often a difficult situation. Or about the value of visibility and the opportunity for a building to communicate its purpose, for example the court as a representative of a sound justice system. With the help of architecture, we can establish identity and belonging, enrich a place and create orientation in the surroundings.

– Putting human needs at the center is something we at FOJAB have worked with actively for a long time and will continue to contribute to.

**Healthcare environments are next**

Kjell Adamsson believes that healthcare environments will need to undergo the same development. The rapid technological advancement in healthcare has left its mark on design. Other values have had to take a back seat.

– At the same time we know that the environment plays a role in patients’ recovery and wellbeing. It is no coincidence that historic mental hospitals were located in green park settings. At FOJAB we work to ensure that today’s healthcare environments are not only functional but also safe, pleasant and beautiful.

**Read more**  
 More interviews with the heads of FOJAB’s business areas can be found at [fojab.se/aktuellt](https://fojab.se/aktuellt)

# “More focus on people in the design of public spaces”

No one talked about the visitor experience twenty years ago. Today, safety, dignity and expressive design are high on the agenda. FOJAB has helped change the way we view civic architecture. This is according to Kjell Adamsson, architect and head of Civic Real Estate at FOJAB.

FOJAB’s engagement in society goes way back. The ambition to contribute to an equal and well functioning society through architecture is part of the firm’s legacy since it was founded in 1971.

– We want to contribute to a better world. The view of society and its challenges has of course shifted over the decades, but the fundamental

approach of being part of the solution remains the same, says Kjell Adamsson.

**For society to function**

Current headlines speak of high pressure on healthcare and elderly care, the capacity of the courts and the challenges facing the prison and probation services.

– Here FOJAB can contribute. We have long experience in creating buildings and environments that are essential for society to function. So that people can receive care, support, rehabilitation, a fair trial and so on, core functions in a democracy, says Kjell Adamsson.

# Bank palace turned into cinema with bistro

In March 2025, the doors opened to the new cinema venue Kino in the heart of Lund. The cinema has expanded into an impressive former bank building and has also been complemented with a bistro. FOJAB designed the conversion, where unexpected discoveries along the way helped shape the final design.

The ambition to transform Kino into a cinema house similar to Hagabion in Gothenburg and Capitol in Stockholm had existed within Folkets Bio for more than ten years. FOJAB has been involved as an advisor throughout the process and developed several proposals for how the original premises could be converted.

## Expansion next door

When the opportunity arose three years ago to expand into the grand bank building in the adjacent property, many pieces fell into place. Together with Folkets Bio and the property owner Stena Fastigheter, FOJAB has created a comprehensive solution, a complete cinema house with four screening rooms of varying sizes, stages for talks, lectures and live music, as well as a bistro. FOJAB also developed the interior concept and carried out parts of the interior design commission.

Making the building and the site accessible to the public has been central to the conversion. The starting point was to preserve as much as possible of Carl Bergsten's National Romantic

bank from 1912, both in terms of materials and potential. The banking hall, with its beautiful vaulted glass ceiling, has become the heart of the new cinema house. The large arched windows, which during the bank's time were largely covered and screened off, have been opened up so that passersby on the pedestrian street can see into the bistro.

## Hidden gems

The work on the bank has been a journey of discovery, says Jens Dymling, lead architect at FOJAB. There were indications that treasures might be hidden in the form of solid materials and elaborate details, but much was concealed behind panels, suspended ceilings and floors. After all these years, no one really knew what was hidden beneath the surfaces.

– Beneath one ceiling we discovered a groin vault. In the staircase there was Kolmården marble, and in the bank vault we found another marble floor covered with Öland stone. The elements that could be salvaged have been relocated to the large foyer one floor up.

There were also two wall artworks previously hidden from the public that have now been given more prominent positions. One is an intarsia wall panel by Rudolf Persson from 1949 depicting scenes from Lund, and the other is an etched glass artwork from Orrefors Glassworks by Sven Palmqvist from 1950 with engraving by



**Kino, Lund.**  
Conversion of a former bank into a cinema and bistro. Winner of the Lund Urban Design Award 2025. Client: Folkets Bio Lund and Stena Fastigheter. Photo: Gabriel Brandström

Gösta Elgström, also featuring figurative local motifs.

Many solutions in the building were developed along the way as new discoveries were made.

– There were structures that were no longer relevant, pipes with unclear functions, and walls we thought were load bearing but turned out not to be, Jens explains.

## A complex journey

The path to completion has been long and financially complex. Folkets Bio has met the municipality's funding requirements thanks in part to sponsors and a successful crowdfunding campaign. Many people have been engaged and are keen to see the project succeed. Jens Dymling also wishes to acknowledge the property owner Stena Fastigheter, who pushed the project forward despite it not being the simplest solution.

– It feels fantastic to work on this project, where we carefully renovate while filling this historic building with a rich cultural offering and contributing to a vibrant city center in Lund, says Sofia Lagerblad, Head of Business Development and project manager at Stena Fastigheter.

Kino was awarded the Lund Urban Design Award 2025.

## OFFERING AND METHODS



### ART: Calculating sustainability

A method for maximizing and prioritizing sustainability benefits in projects. The method acts as a catalyst where, often in close collaboration with our clients, we explore how to achieve the best possible results across all aspects of sustainability.



### Circular processes

- Inventory
- Evaluation
- Cataloguing
- Material sourcing
- Conversion
- Design
- Divestment



### Reuse advisory

Considering reuse but not sure where to start? Get support from the Reuse Spinner. Practical guidance at different project stages. Also available digitally at [fojab.se/aterbruksnunnan/](http://fojab.se/aterbruksnunnan/)



### Transformation advisory

Support in adapting existing buildings to new needs. We analyze conditions, identify values and develop the potential of what already exists.



### Strategic facilities planning

A toolbox for early planning that ensures the right facilities over time and physical environments that meet human needs in a sustainable and efficient way. Provides control over future space requirements and investment costs.

- Facilities supply plans
- Operational and space studies
- Capacity studies
- Space programs
- Room calculations



### Energy coordination and calculation

- Process management
- Energy calculations
- Thermal bridge calculations
- Courses



### Daylight and solar heat gain

- Daylight calculations
- VSC (Vertical Sky Component) calculations
- Solar heat gain calculations
- Indoor climate calculations
- Façade advisory



### Solar energy

- Solar radiation calculations for roofs and façades
- Sun hours calculations
- VSC (Vertical Sky Component) calculations



### Environmental certifications

We are certified coordinators for the Swedish Environmental Building standard and have expert knowledge in environmental certification systems (e.g. Miljöbyggnad, BREEAM, City Lab Action, Nordic Swan Ecolabel and FEBY).



### 3-30-300

A tool to enable more greenery in existing and planned urban areas. Distance to green space, tree canopy cover and views from windows are measured parameters.



### Treeable

A tool based on the 3-30-300 rule that identifies where new trees can be planted to achieve greater canopy cover in existing urban environments.



### VIS - Water in the City

An evidence-based tool that supports decision-making on blue-green solutions and maximizes stormwater and cloudburst as a resource in urban planning. It highlights social, ecological, economic and climate-related added values and facilitates alignment around goals and strategic choices.



### Impact assessments

We produce impact assessments related to both environmental and social issues. This includes social impact assessments, child impact assessments and environmental impact assessments.



### Movement Factor

A tool that helps highlight and integrate physical activity into urban planning and building design. It can be used at multiple scales, from overall planning to the design of a residential courtyard, or to analyze an existing environment.



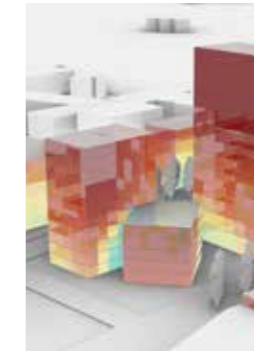
### Climate calculations

- Optimization of building geometry and materials in early stages
- Calculations of system solutions for floor slabs, external walls, etc.
- LCC and LCA calculations, evaluation of energy efficiency measures
- Climate calculations for building projects (A1-A5 and full LCA)
- Climate reporting in accordance with Swedish National Board of Housing, Building and Planning requirements



### Leaf Cutter Ant

A tool for climate calculations in early project stages. Developed in collaboration with IVL Swedish Environmental Research Institute, Tyréns, Warm in the Winter, RISE and Chalmers.



### Volume analysis

An interactive tool that provides real-time information on areas, daylight conditions, sun hours, solar energy, views and average U-values.



Read more about our services and tools at [www.fojab.se](http://www.fojab.se).

# The best advisor for sustainable architecture

FOJAB aims to create sensory architecture of high quality within planetary boundaries, and to be the best advisor in achieving this.

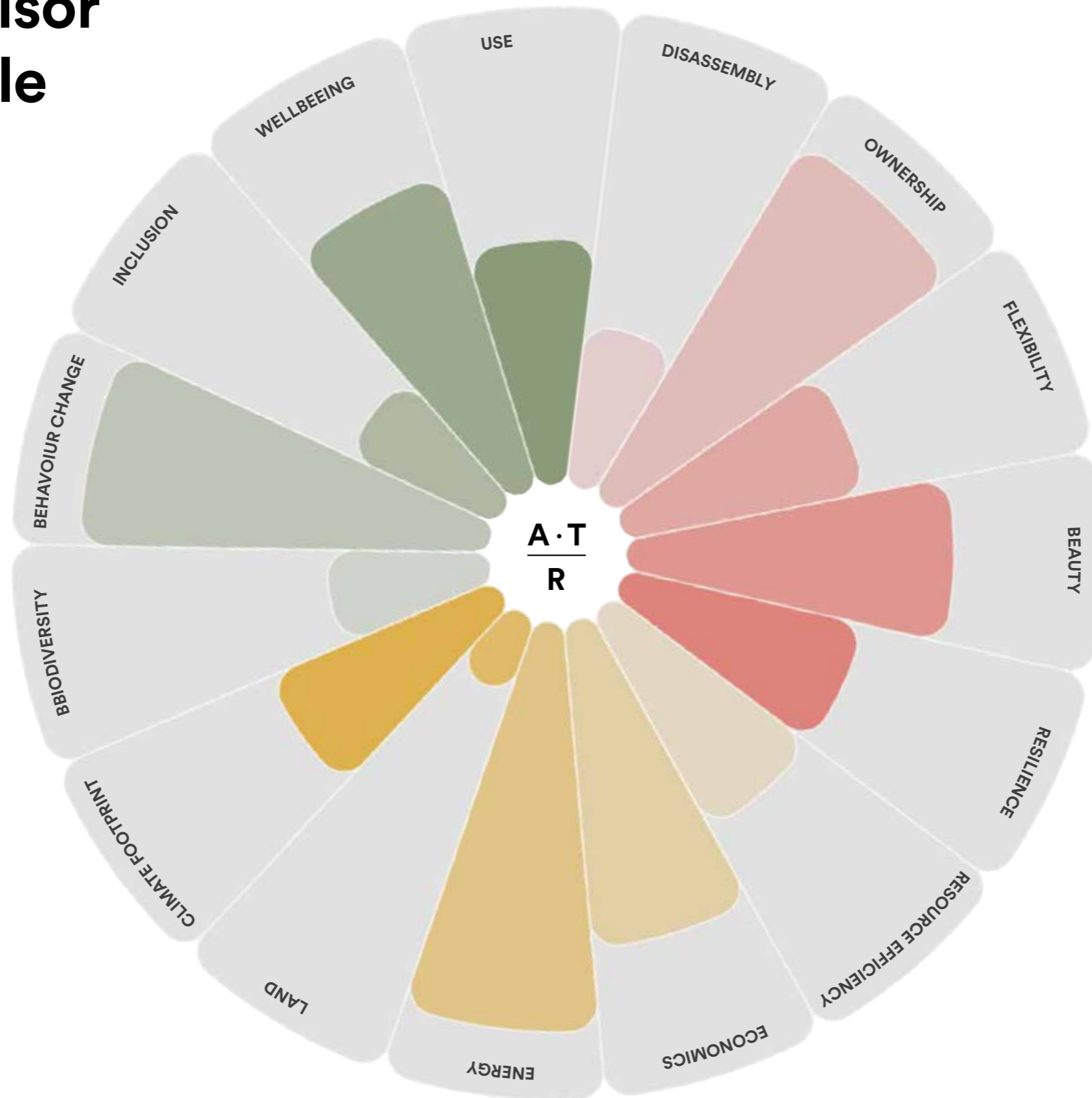
Since projects account for the vast majority of the company's CO2 footprint, it is essential to reduce climate impact in every single assignment. But we do not stop at CO2 emissions. Three aspects are central to us when discussing sustainability in relation to our work: Use, Time and Resources.

What we create should be used as much as possible, for as long as possible, with as small a footprint as possible. It is when these three interact that what we do becomes truly sustainable.

With the help of the ART assessment tool, no fewer than fifteen different aspects of sustainability are identified. These are weighed against each other and prioritized on a scale from one to five. The scale is about identifying the aspects of sustainability with the greatest potential for improvement, not about achieving the highest possible scores.

Together with our clients, we assess the sustainability potential in each individual project. The results form the basis for goal setting, decision making and evaluation.

On the next spread, you can read about how the ART assessment was applied in Flow, an office building in Malmö. Which sustainability aspects were identified, how we addressed them and what the outcome was.



## A

### Maximize Activation

Use is about maximizing value. Why is this place or building needed? What purpose should it serve? How can it be used in the best possible way? How can it contribute to society, bring people together, increase safety, challenge norms? Use is not only linked to people but can also be viewed from a broader perspective, including biodiversity and the promotion of local ecosystems.

## R

### Minimize Resources

Resource use should be minimized both during construction and operation. This includes low consumption of energy, heating, materials, waste and water, as well as efficient land use. It also involves making better use of resources that already exist within the built environment, for example through redistribution and circular flows.

## T

### Maximize Time

Time means that a built structure should last and remain relevant for as long as possible. For something to endure, it must be beautiful and valued. A cherished building or a place with meaning that people feel a sense of ownership and connection to will not be demolished. To enable this, we work on multiple levels with participation in our processes, robust and durable materials and high quality architecture.

# What does a pizza peel have to do with sustainability?



**Flow office building**  
The ART sustainability assessment resulted in an increased focus on the aspects of Behaviour Change, Energy and Ownership.  
Client: NCC



## ACTIVATION: BEHAVIOUR CHANGE

**Architecture is used to encourage a sustainable lifestyle.**

At the Flow office building in Malmö, cycling is intended to be the primary mode of transport to the workplace. We have aimed to make that choice as easy as possible. The bicycle garage is located in a prime position facing the street. You do not even have to get off your bike to open the door, you can cycle all the way inside. Adjacent to the parking area there are showers, changing rooms, a service station and battery storage. Flow is part of an ecosystem for an active lifestyle in the Hyllie district of Malmö. Nearby there is a swimming facility, a sports hall, a large park with outdoor gym equipment, running tracks and a skate park. The building itself also features a large gym on the ground floor for all tenants to use.

## RESOURCES: ENERGY

**Minimized energy use through smart material choices.**

Flow is built with low carbon concrete and green steel. The façade is constructed using half depth bricks, known as “pettring”. This has resulted in half the material use, reduced transport emissions and lower energy consumption during production. Other measures include high performance insulation, minimization of thermal bridges and local energy production in the form of solar panels.

## TIME: OWNERSHIP

**Flow is a building with its own identity, one that tenants can feel proud of and build a sense of community around.**

In Flow, visitors are welcomed in the entrance by a flowing wall that reflects the building’s theme and strengthens its identity. On the roof there is a generous terrace in a sheltered location, something particularly valuable in windy Hyllie. Here, tenants can spend time together, enjoy the wide open views and share pizza from the Italian pizza oven. All tenants receive a pizza peel and an apron as a move in gift, a way to foster community and belonging so that the building will have a long life.





## Smaller footprint, more landscape

**How do you design a 6,600 square meter industrial building so that it blends into a scenic landscape and adds value to its surroundings? Anders Lundin, architect at FOJAB, can explain. In Trelleborg, construction has begun on the municipality's new water treatment plant.**

Located at the boundary between the town of Trelleborg and the agricultural landscape of Söderslätt, the new plant will supply the population with clean drinking water for the next fifty years. The municipality selected the site primarily for logistical reasons, but it places high demands on the design. In close proximity are residential areas, allotment gardens and a half timbered farmstead, as well as the rolling plains.

– The large facility should not simply be an intrusion into nature. We want it to give something back as well, says Anders Lundin, architect and head of the Industry business area at FOJAB.

Thanks to a collaborative contract with Envidan and AF Bygg, the architectural team was able to get involved early in the process and gain insight into the operations. This was crucial, not least in reducing the building volume.

– Early on, we carried out a FOJAB Green analysis, the predecessor to the ART assessment, to maximize the project's climate benefits. One

of our specialties is optimizing space efficiency by maximizing use, and in this way we were able to save a significant number of square meters. We do not want to use more land and materials than necessary, for economic, aesthetic and climate related reasons, says Anders.

Loading and unloading areas are located at the rear, where they have the least impact on the surroundings. The area around the facility will be open to the public and designed to be pleasant to move through. It will include meadowland, trees and a small pond that supports plant and animal life. A planted roof with a dry meadow habitat will be established on top of the process building.

In terms of design, the water treatment plant draws on agricultural utility buildings, which are also a type of industrial building, Anders Lundin points out. Rounded forms make the large volume appear more slender. The shape also reflects what happens inside, referencing the rounded form of a water droplet and the circular vessels used in the water treatment process. In the evening, light shines through a band of glass that runs around the entire building. The façade is otherwise primarily made of heartwood pine.

– The vertical timber cladding references agricultural buildings such as stables, barns and sheds, but also alludes to the palisade of the Viking fortress Trelleborgen, says Anders Lundin.

**Water treatment plant in Trelleborg**  
Client: Trelleborg Municipality  
Illustration: FOJAB

# “Investing in old buildings is the most forward looking thing you can do”



**Brf Mariatorget, Helsingborg.**  
Restoration of a city block.  
Winner of the Helsingborg Urban Design Award 2025  
Client: Brf Mariatorget  
Photo: Fabian Koppers

**The restoration of a series of buildings along the pedestrian street in Helsingborg has strengthened the cultural heritage values and enhanced the entire streetscape, and has been awarded an urban design prize.**

The block reflects five historical layers of the city. The urban structure dates back to the Middle Ages. A half timbered row from the late 18th century represents the old craft based town. There are plastered two storey houses from the early 19th century. Industrialization is expressed through several grand turn of the century brick buildings, and the 1980s through postmodern residential buildings.

The aim of the renovation was not only to restore what had been lost after years of neglected maintenance and more or less insensitive alterations. The ambition was also to strengthen the cultural values and highlight each building in the best possible way, both individually and as part of a continuous streetscape.

– We wanted to create a cohesive overall impression while allowing each building to stand out, says architect and building conservation specialist Karl Johan Kember at FOJAB, who led the restoration in close collaboration with the housing association Mariatorget, the city architect and the city antiquarian of Helsingborg.

The idea of preserving, repairing and maintaining rather than demolishing and rebuilding runs throughout the entire project. Every building component has been reviewed and its condition assessed. The materials that

have been added have been carefully selected to ensure durability and ease of maintenance over time.

The urban design award jury highlighted the careful craftsmanship. All surfaces have been painted by brush, even the roof. New materials and building elements are locally produced, often by small scale suppliers.

Entrances and ground floors have received particular attention to create an attractive and safe environment. Aluminium doors have been replaced with timber frame doors. The façades have been cleared of visible installations and inconsistent signage to create a cleaner appearance. Lighting that enhances safety has been installed on the façades using period appropriate fixtures.

– It has been a privilege to work with an entire block. It creates completely different opportunities to influence the cityscape and take responsibility for the whole. I am very pleased that the city appreciates the result, says Karl Johan Kember.

He also wants to acknowledge the housing association Mariatorget for recognizing the value of restoration and maintenance:

– Investing in old buildings is the most forward looking thing you can do. It increases the value of your own property, benefits the environment and brings joy to everyone who moves through the city. I hope this award inspires more property owners to embark on the same journey.



# Innovation that strengthens our clients

FOJAB has extensive experience of proactive and structured work with innovation and development across project delivery, work processes, and technical solutions. By increasing knowledge and awareness of development and innovation processes, we ensure the company's long-term relevance and strengthen our clients' business.

### Annual investment in development

As part of this, FOJAB allocates 7.5 percent of its annual revenue to development and innovation. This work takes place on several levels: strategically within the company, supported by research funding, at the individual employee level, and within each project. We also offer internal, cross-disciplinary training to further develop our creative processes.

FOJAB's Foundation for Skills Development is an important part of securing employee growth. It allocates funds annually for skills development initiatives and enables research projects. Since

2014, an Innovation Award has been presented each year to promote creativity and new thinking within FOJAB.

### Financially sustainable and beautiful projects

Our development and innovation projects span multiple levels and aim, among other things, to develop new digital tools that streamline and improve our methods and workflows—from early concept stages to manufacturing and implementation.

A concrete example is our work with façade materials, where digital innovation and the standardisation of manufacturing processes have led to faster production, lower costs, and more aesthetically refined buildings.

The innovation and development work we carry out also generates valuable insights that are carried forward into future commissions and projects, creating a continuous cycle of improvement within FOJAB.

## SOME OF OUR ONGOING RESEARCH COLLABORATIONS

### Future urban development in Kalmar

*SURE Kalmar* focuses on testing, exploring, and learning about future urban development processes for a sustainable and inclusive society, using the Old Industrial Area in Kalmar as a case study. The result is an urban development process based on three core principles: a shared overall vision, an exploratory approach, and collaboration as a driving force. The goal is to create a robust system capable of addressing both current needs and future unknown challenges.

Collaboration with Kalmar Municipality, Beyond Tomorrow, and Svendborg Architects. Funded by ShiftSweden/Vinnova.



### Inclusive sports environments with Rørelsepoesi

How can sports halls become more inclusive and multifunctional to encourage more people to be physically active?

Together with artists, we explore what happens at the intersection of sports and art, generating new insights into how unexpected elements influence the experience and use of sports environments. Does it make it easier for inexperienced participants? Attract new users? Enable more encounters? Or inspire creative new ways of moving?

Art interventions are part of the research project *Rørelsepoesi*. The aim is to create and disseminate knowledge about new ways of designing sports environments so they can contribute to increased physical activity for all, particularly for groups that are currently less active.

Collaboration with Malmö University, Lund University, and the Leisure Department of the City of Malmö. Funded by Formas.

Photo: Daniel Zachrisson



### 3D-printed concrete exterior walls

With a focus on reducing climate impact and material use while maintaining strong technical and aesthetic performance, we support RISE in developing 3D-printed concrete exterior walls.

Collaboration with RISE, KTH, ADAXIS, ABB, Heidelberg Materials, SIKA, and FOJAB. Funded by the Swedish Energy Agency.



### How do we bring more greenery into cities?

The project *3-30-300+ More than Trees* explores how small-scale greenery can be integrated into urban environments—particularly in places where space for trees is limited—to achieve key benefits such as improved wellbeing and health, cleaner air, increased biodiversity, and climate adaptation.

Collaboration with IVL, the City of Malmö, SLU, and Gothenburg Botanical Garden.



Read more about our development projects on our website [www.fojab.se](http://www.fojab.se)



# Exporting sustainable urban development to Iceland

**Iceland is turning to the Swedish firm FOJAB for the country's largest urban development project, as a high quality public transport system is rolled out across the capital region. – FOJAB brings bold ideas and helps us see the possibilities, says project manager Hallbjörn R. Hallbjörnsson.**

Borgarlína is a bus rapid transit system with dedicated lanes and priority in traffic, designed to improve accessibility, reduce car dependency, and support more sustainable urban development by connecting Reykjavik with surrounding municipalities.

By 2040, it will be gradually implemented across the Icelandic capital region, together with major investments in cycling and pedestrian infrastructure. The budget corresponds to just over €1 billion.

– Sixty-three percent of residents in the capital region say they want alternatives to the car, so there is real support for change, says Hallbjörn

R. Hallbjörnsson, project manager for Borgarlína at Betri Samgöngur.

He emphasizes that Borgarlína is not only an infrastructure project but also an urban development project. The goal is not simply to create a bus corridor, but a bus corridor that drives transformation. Along the routes, plans also include urban development focused on high-quality city environments, buildings, and strong conditions for walking and cycling.

This is where FOJAB comes into the picture. The Swedish architecture firm won the open international competition to develop a development strategy for Keldur, a new district along one of the bus rapid transit lines. FOJAB's proposal won the jury's approval for its focus on human-friendly environments, sustainable everyday life, and proximity to nature. The master plan was recently adopted.

FOJAB has now been entrusted by Betri Samgöngur to develop the Concept Design for

one of the six Borgarlína phases. FOJAB is the only firm awarded responsibility for an entire phase, and currently the only international company involved.

– We were very impressed with how FOJAB approached Keldur. They see the whole system, and they challenge us. We are often stuck in our Icelandic way of looking at things, but FOJAB comes in with bold ideas that hadn't cross our minds. It's healthy to be reminded that there are alternatives to how we usually do things. We need these ideas, says Hallbjörn R. Hallbjörnsson.

The assignment includes proposing the alignment of the bus corridor, the location of stops, and street widths, so that the public transport investment delivers maximum benefits – not only shorter travel times but also increased safety, attractive living environments, and proximity to services.

FOJAB is therefore also proposing where new

housing and workplaces should be built, where public squares can be located and how they can be designed, and how existing greenery and waterways can become added values in the city.

In many ways, this represents a completely new approach to city building in Iceland. Hallbjörn R. Hallbjörnsson highlights the importance of FOJAB's presentations for the process, with images and pictograms that make the vision clear.

– They are very easy to read and understand, very effective for creating acceptance for what we want to achieve, he says.

Hallbjörn R. Hallbjörnsson believes that other cities around the world could draw inspiration from Reykjavik. Many American cities, for example, face similar challenges.

– In some respects we have lagged behind our Nordic neighbors—but now we are taking a few steps ahead.

**Borgarlína**  
Infrastructure and urban development project connecting Reykjavik with surrounding municipalities  
Client: Betri Samgöngur  
Illustration: FOJAB



## A workplace with a homely feel

Where there was once a parking lot in a former industrial area, there is now a beautiful building in hand struck brick with a glulam structure, large mullioned windows and generous ceiling heights. It is the new workplace for around 60 employees at HSB Sörmland.

The building has a clear industrial character inspired by the site's history, but also references studios and other creative spaces.

– HSB Sörmland's operations were previously spread across different buildings and floors. Many people had their own rooms. An early ambition for the new office was therefore to make it more social and to promote collaboration, says architect Cage Copher.

### In one place

The new office building has a single floor that brings all of HSB Sörmland's functions together in one place, including property management, sales and customer reception, as well as a mechanical workshop and carpentry shop.

The office consists of different types of work environments suited to various tasks. The overall interior concept is "At home with HSB", and the office environment reflects the feeling of HSB's own residential spaces.

The rooms are warm and varied, and the workspaces encourage movement and collaboration. The dining area and lounge are open and inviting, echoing the feel of a living room. The office layout encourages many spontaneous encounters between colleagues, and at the center there is a courtyard for social interaction and contemplation, offering pleasant views of greenery.

In the entrance corner, with its extra high ceiling, customers and members are welcomed. The space can also be used by staff, for hosting and can be rented out for events and meetings.

### Refining the solutions together

– FOJAB has been involved from the first idea to completion, and the initial sketch is very close to the final result. The building and interior architects have worked seamlessly together, allowing us to maintain a consistent vision all the way through. A broadly representative group of HSB employees has contributed valuable input, and we have refined the solutions together, says interior architect Märta Friman.

The building will be certified according to Miljöbyggnad Silver.



**HSB office, Nyköping**  
New build, from detailed development plan to interior design.  
Client: HSB Södermanland  
Photo: Johan Eldrot

# Happy employees matter!

For us, a healthy and safe work environment is a strategic core issue. It is fundamental that our employees thrive, develop, and feel well. Our culture is characterised by pride, a sense of community, helpfulness, curiosity—and the freedom to be yourself.

## A stable employer

The employee survey is part of our systematic work environment management and is conducted every two years. We ask questions about workload, level of autonomy, knowledge and development, leadership, and psychological safety. Our target is results above 67 percent, which we achieve in all areas except recovery. As a consultancy, this remains our main challenge. The overall result is 72 percent. We have consistently maintained high scores since 2018 (as far back as our data goes) and are proud to be a stable employer.

## Skills development

Skills development is a central part of FOJAB's work. We continuously and systematically maintain and develop our employees' expertise, with the goal of identifying both the company's and the individual's current knowledge needs on an ongoing basis. Development takes place through training initiatives for the

entire company, for specific groups, and for individual employees—everyone should have the opportunity to grow.

Learning is also a natural part of daily work, where we share knowledge and experience through open dialogue. The company's and each individual's development needs are reviewed annually in performance appraisals—or as needed—and form the basis for updated training plans and targeted initiatives.

## Capturing initiatives

To further encourage initiative and creativity, FOJAB works in a structured way to capture employees' ideas through our idea and prototyping workshop, FOJAB Lab. Here, we explore and develop new products, working methods, tools, and processes—with the support of our collective expertise and networks—with the ambition of continuous improvement.

We also offer health check-ups, flu vaccinations, wellness allowances, and reimbursement for eye examinations and computer glasses. Through an externally managed whistleblowing service, employees can report any misconduct anonymously, securely, and confidentially.



## Plan for diversity, inclusion and respect

Our vision is to create architecture for a better world by developing both our architecture and our people. Our work on diversity, inclusion, and respect is based on this vision, the company's core values, and applicable legislation.

As an architectural practice, FOJAB has a responsibility to contribute to positive societal development by understanding and integrating different perspectives—related to, for example, gender, culture, and age—into the design of buildings and environments. Our employees' expertise, engagement, and diversity of perspectives form the foundation of our business. An inclusive and open work environment is seen as a prerequisite for creativity, job satisfaction, and high-quality architecture.

## Code of ethics

FOJAB operates within the construction and real estate sector with a focus on architectural services and shall conduct its business with profitability and strong ethical standards. The company listens to its clients, supports employee development, maintains open dialogue internally and externally, ensures high quality and product safety, and contributes to sustainable development. FOJAB's ethical programme governs how employees should act from both an ethical and legal perspective, primarily in project contexts but also in internal work.

## Quality and environmental management systems

FOJAB is certified according to ISO 9001:2015 (quality) and ISO 14001:2015 (environment).

## KEY FIGURES

# Our footprint

Through expertise and sound advisory, we aim to reduce climate and environmental impact in the projects we are involved in, while also acting as a role model through how we run our own operations.

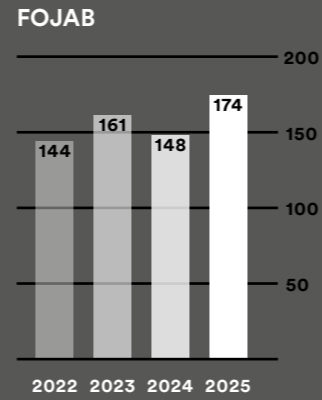
FOJAB measures its own operations according to Scope 1–3 in the Greenhouse Gas Protocol (GHG Protocol). Scope 1 covers direct emissions from operations, Scope 2 relates to purchased energy, and Scope 3 concerns the climate impact of purchased goods and services as well as emissions linked to the services the company provides.

During the year, we changed system provider. A direct comparison with previous years is therefore not entirely accurate, as different systems use different data sources and methodologies.

Despite a weaker economic climate, we have had the opportunity to grow and hire more employees, which is reflected in increased emissions from food and technology. We have also taken on more projects in Iceland, where we export cutting edge sustainable urban development. We always choose the train when possible, but reaching Reykjavik makes that difficult.

However, our greatest impact lies in the services we provide, and our future focus is on measurement and follow up within Scope 3. We also look forward to improved measurability in Scope 4, meaning emissions that have been avoided through good advisory and specialist expertise, for example by using existing structures, optimizing space or making smart material choices.

### Number of employees

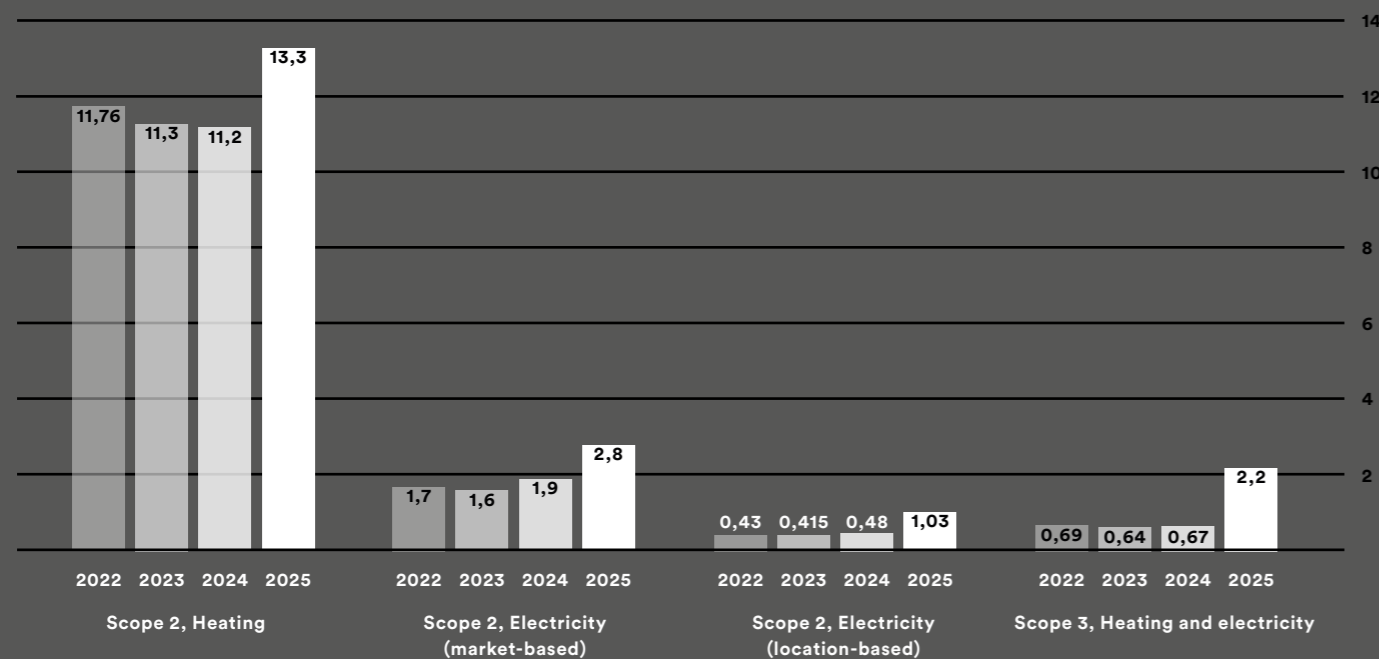


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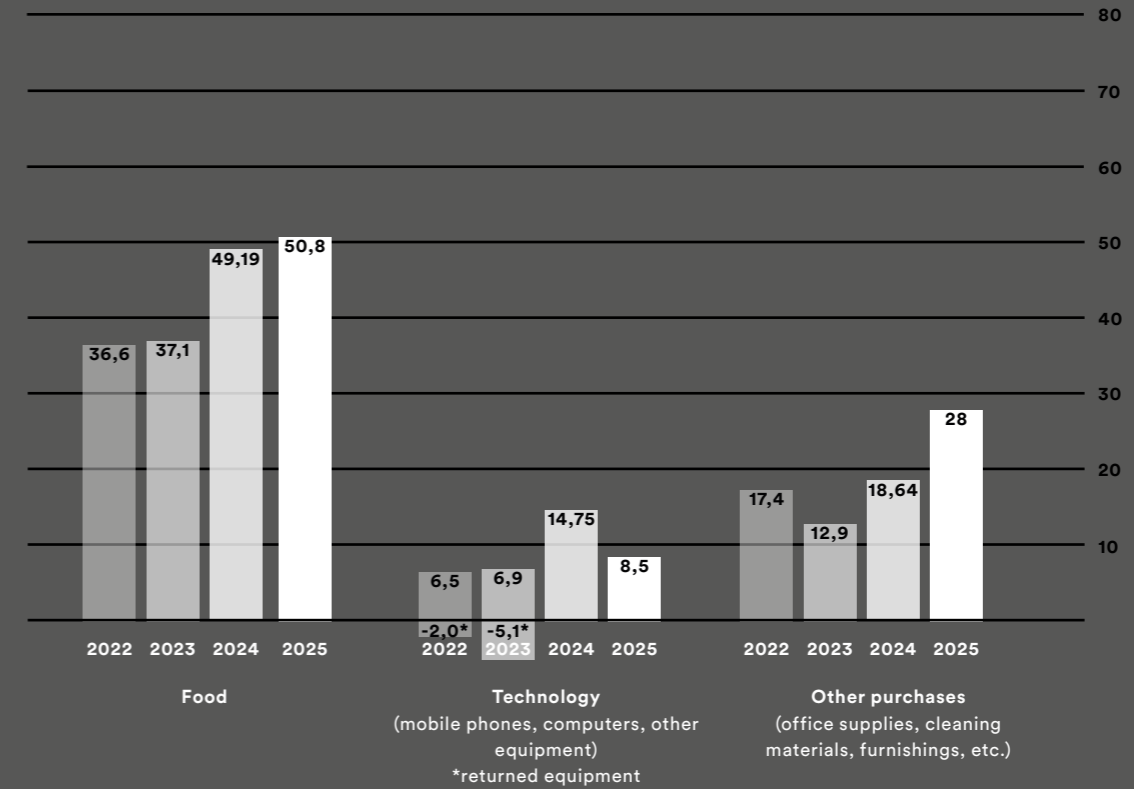
Total CO<sub>2</sub>e emissions 2025 (tonnes)

## CARBON EMISSIONS 2022–2025

### Energy [tonnes CO<sub>2</sub>e]



### Purchases [tonnes CO<sub>2</sub>e]



### Food

Food and beverages for coffee breaks, lunch meetings, architecture salons and after work events should be vegetarian and, where possible, organic.

### Technology

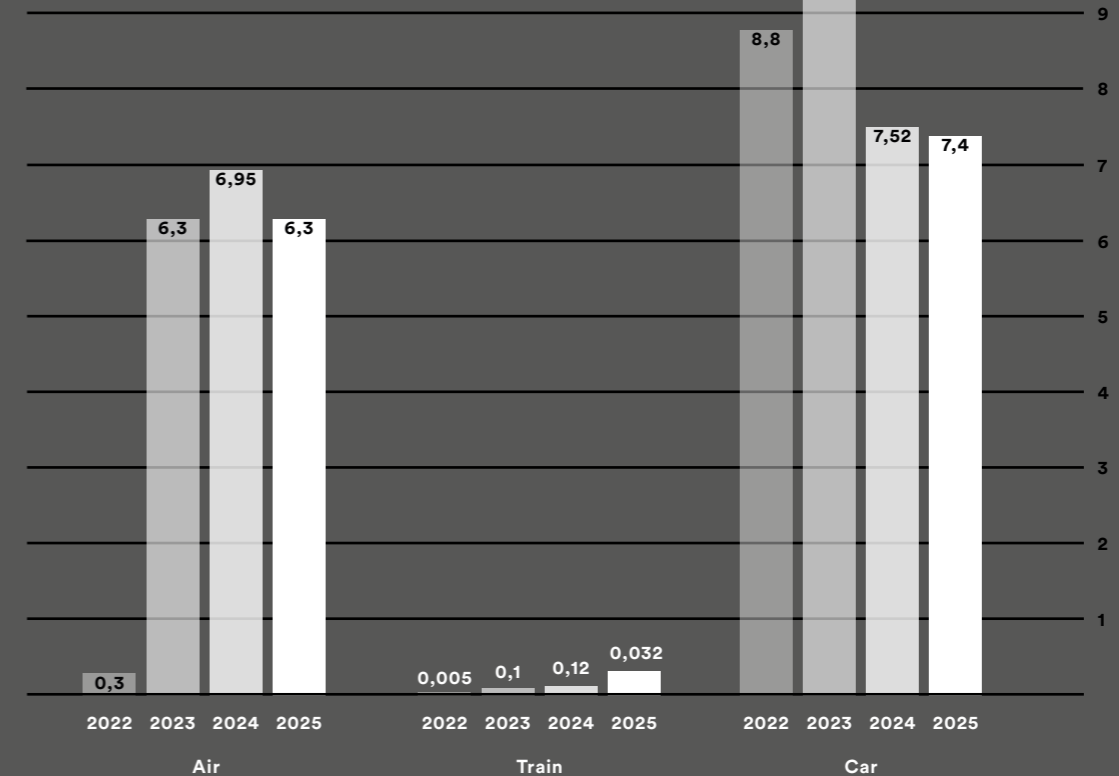
FOJAB works to repair and reuse technical equipment whenever possible in order to reduce new production. End of life equipment is primarily sold to employees and otherwise sent for refurbishment. Mobile phones are purchased refurbished. Computers and monitors are purchased new due to high technical requirements.

### Other purchases

Office supplies, cleaning materials, lighting and similar items should be procured with environmental considerations in mind.

Office interiors should primarily consist of reused elements, or alternatively recycled or renewable materials with a low CO<sub>2</sub> footprint.

### Travel [tonnes CO<sub>2</sub>e]



### Travel

FOJAB aims to make it easier for employees to commute sustainably. Offices are therefore located close to public transport. Sustainable travel is encouraged through access to company bicycles and public transport allowances for work related travel.

Travel is minimized by encouraging meetings via phone or Teams. For longer distances, trains should be chosen as the first option, and if not possible, flights should be carbon offset.

Study trips are planned with climate impact in mind. Destinations are selected to enable travel by sustainable means.

# Film classic inspired façade staircase and rooftop gym

**What does the film hero Rocky have to do with a mobility hub in Malmö? Lead architect Haydar Alward explains the design concept behind Parkside.**

In the first Rocky film, Sylvester Stallone runs up the 72 steps to the Philadelphia Museum of Art. The boxer's final sprint on his morning run. An underdog rising to become a winner.

Now, the staircase from that famous scene has found its counterpart in the Hyllie district of Malmö, in the newly built mobility hub Parkside. Along one façade runs a long staircase.

– It has been a dream since my teenage years to finish a run like Rocky. Here, Malmö residents can run up the steps and feel like winners, says Haydar Alward, lead architect at FOJAB.

## **An extension of the park**

Parkside is located next to the large Hyllievångsparken, and the staircase acts as an extension of the park's walking and running routes. It leads all the way up to an outdoor gym on the roof, offering wide open views including the Öresund Bridge.

– The fitness equipment has been selected so that as many people as possible will want to use it, regardless of age, gender or experience, says Haydar. The rooftop gym is open from

early morning until late evening and is free for everyone to use.

The mobility hub is designed to become a meeting point for residents, visitors and workers in the area. To increase activity, comfort and safety, there is a retail space on the ground floor.

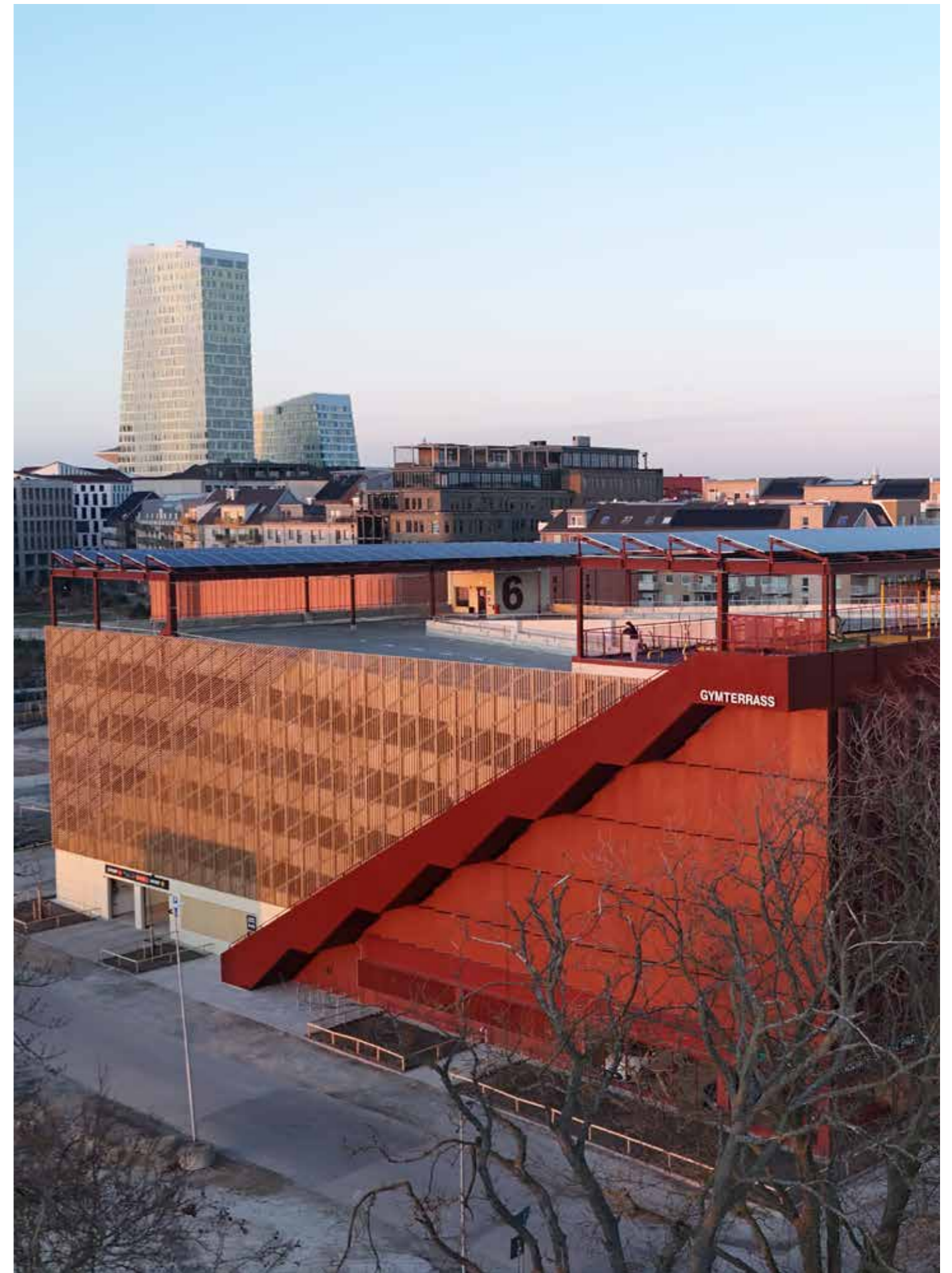
There are sustainability ambitions beyond the social aspects. Parkside is intended as a climate smart hub for sustainable mobility. Half of the more than 430 parking spaces are prepared for electric vehicle charging. Energy is locally produced through solar panels on façades and roofs. The solar cells are connected to a building battery that contributes to the district's power supply and helps reduce peak loads in the grid.

## **Below target levels**

The client Parkering Malmö, the contractor Byggfirman Otto Magnusson and the architect FOJAB are all members of LFM30, Malmö's local industry network for a climate neutral construction sector. The shared ambition was for Parkside to meet LFM30's target values for a climate neutral parking facility. This was achieved, among other things, by using low carbon concrete, timber and recycled steel.

– The target value is 170 kg CO<sub>2</sub>e per square meter of gross floor area. We achieved 158, says Haydar Alward.

**Parkside, Malmö**  
Mobility hub with strong social and climate sustainability ambitions  
Client: Parkering Malmö  
Photo: Mxnstudios





### THE SCHOOL OF ARTS: A GATEWAY TO ADVENTURE

Culture is a gateway to the world—a path to extraordinary experiences. The design of Karlskrona’s new School of Arts aims to engage with and activate the city, allowing the journey and adventure of culture to take place within the new and varied urban spaces created by the buildings.



### ICONIC PAVILION BECOMES OUR NEW OFFICE

Our Helsingborg office is moving into the iconic H55 Pavilion! We are handling the office fit-out of this remarkable building ourselves. The new premises will provide a better working environment for employees, an excellent space for welcoming clients, and opportunities for the Helsingborg office to grow. Move-in this spring!



### UPGRADING THE STUDENT UNION BUILDING IN LUND

Together with Akademiska Hus, the LTH Student Union, and Lund University, we are working on the development of the existing Student Union Building on Campus Lund. The aim is to create a welcoming and open building for students. By preserving and enhancing existing qualities, the building can be maintained while becoming more accessible to a wider group of users.



### A LOVE LETTER TO GOTHENBURG

The previously closed harbour environment at Masthuggskajen is being transformed, strengthening Järntorget’s role as Gothenburg’s creative heart. With a new peninsula in the Göta River, Linnéstaden will finally gain direct access to the waterfront, and the city will gain a new quay promenade. At the tip of the peninsula, two residential blocks will be built—FOJAB is designing the eastern one following a competition win. Our clients at Masthuggskajen are Riksbyggen, Stena Fastigheter, and Skanska..



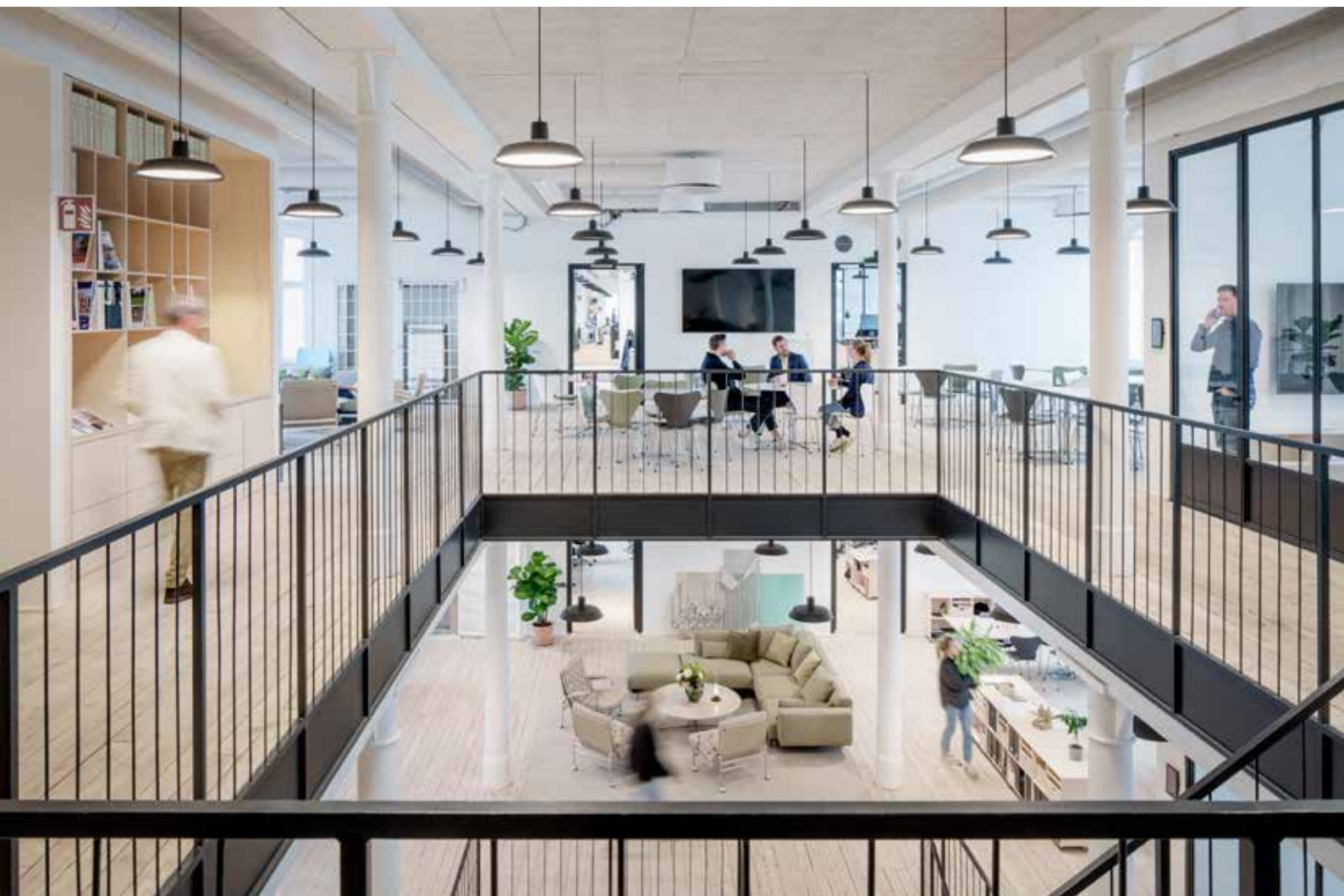
### RAINWATER SHAPES THE COURTYARD

On behalf of Malmö’s public housing company, and together with residents and schoolchildren, we are developing the outdoor environment at Bellevuegården—a 1970s housing area with apartment buildings arranged around courtyards in a classic Million Programme layout. A key focus is to utilise stormwater to make the courtyard more engaging, more beautiful, and more climate-smart.



### A HERITAGE GEM BROUGHT BACK TO LIFE

The Gasworks area in Norra Djurgårdsstaden, Stockholm, is unparalleled in Sweden in terms of cultural heritage. On behalf of CA Fastigheter, and in collaboration with the City of Stockholm, we are developing several of the listed industrial buildings from different eras for new uses. The first step is a feasibility study to determine what new functions the buildings can accommodate.



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