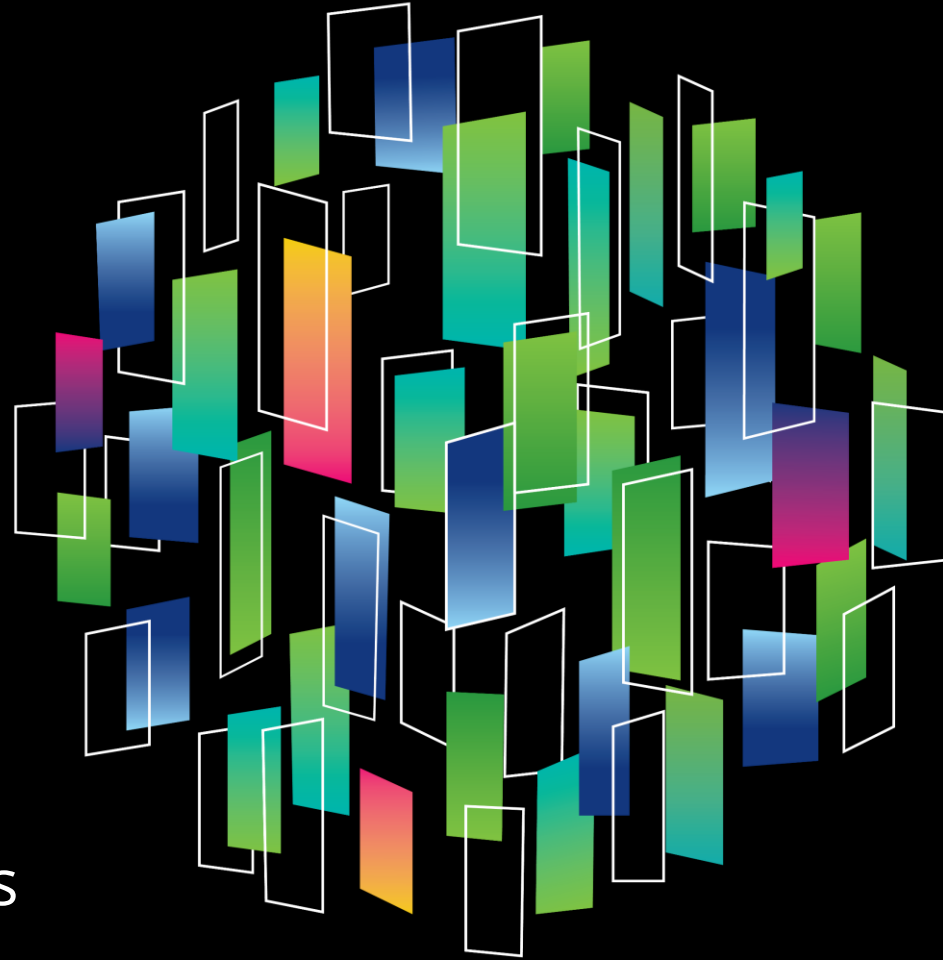




Deloitte Shared Services
Conference 2026

DELOITTE SHARED SERVICES CONFERENCE ·
BRUSSELS 2026

From Support Function to Business Catalyst

Sanofi's GBS Transformation · Budapest Hub

Ahmed Ismail

Head of Europe Hubs, Sanofi

sanofi

Transformation isn't process redesign.
It's a shift in identity, culture and purpose.

**BACK-OFFICE
SUPPORT**

Transactional · KPIs & tickets
· Cost centre



**STRATEGIC
BUSINESS CATALYST**

Enterprise transformation · Growth driver
· Partner to the business

THE STARTING POINT

A five-year-old hub, ready for its next stage

The hub wasn't new — it had grown fast and fragmented to ~800 people. I joined 2.5 years ago to lead its transformation into the next stage of growth and maturity.

~800

Employees when I joined, grown in a fragmented way.

~15%

Annual attrition — talent walking out door.

4%

Referral rate — Not many recommending us.

Low

External engagement, little known outside of pharma.

THE RESULTS

What we've reached so far

~800



~2,100

Sanofians in the
Budapest Hub today

15% → 9%

Attrition.

4% → 29%

Employee referral rate.

0 →

6

Best Hub / Investor in Hungary
GBS sector.

**Industrial
Awards**

26%

Internal cross-moves.

THE STRATEGY

We rebuilt the hub's identity and environment

Six connected pillars — not a reorg, but a new sense of who we are.



Purpose

Connect every role to patient impact.



Value

Redefine the job as transformation.



Culture & Environment

Ownership, trust, diversity.



Employer Brand

Become a talent magnet.



Career & Development

Build, grow & retain talent.



Engagement

Community, belonging, energy.



PILLAR 1 — PURPOSE

Start with why the work matters

***“Chasing the miracles of science
to improve people's lives.”***

From day one, every colleague is connected to Sanofi's purpose — and to the patient at the end of their work.

Leader-led onboarding

I personally greet every newcomer
— purpose, value, culture, careers.

“Decode Sanofi”

A gamified 5-module course for
those joining from outside pharma.

Always-on storytelling

Town halls, culture talks & expert
sessions keep purpose alive.

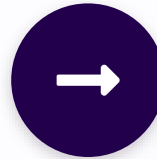
We redefined what the job actually is

FROM

Meeting SLAs & following DTPs

Closing tickets

Waiting for the business to ask



TO

Driving transformation & modernization

Partnering with the business

Bringing solutions before being asked



150 Leaders & Managers

Completed the first stage of a custom programme on Powering Change & Transformation.

See. Touch. Believe.

We turned the hub into a place leaders visit — and leave as our ambassadors.



~350 leadership visits
2.5 years

1

They come and see

Functional workshops, capability tours, real conversations with our talent.

2

They experience the value

The model, the capabilities and the impact become tangible — not a slide.

3

They become ambassadors

Leaders champion the hub inside their own business units.

“Before visiting , I was asked to work with the Hub...
After visiting, I wanted to work with the Hub.”

Sites in France

Head of one of Sanofi Manufacturing



PILLAR 4 — EMPLOYER BRAND

We became a talent magnet in a red-hot market

An employer brand built on Sanofi's purpose —
carried by **150+ employee influencers** telling real, authentic stories.

22,000

Applications drawn in a
single year.

1,010

Colleagues hired in 2025 —
incl. complex, specialised roles.

7.4\M+

Organic employer-brand
impressions.

Employee referrals —

our people became our recruiters

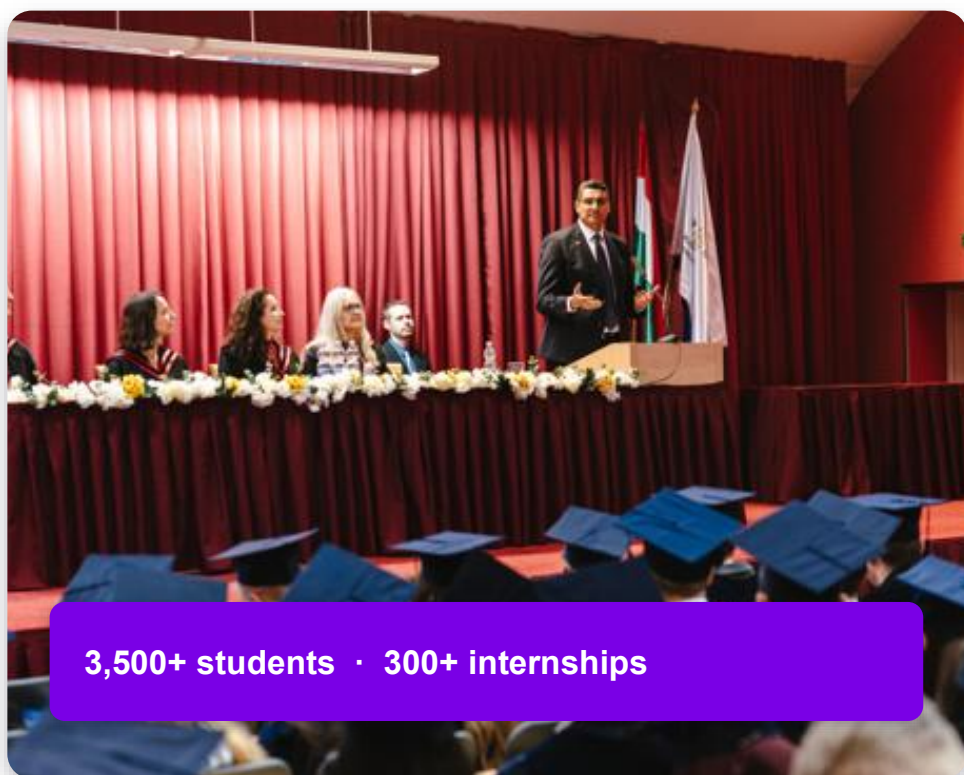
4%



29%

A talent pipeline, not a revolving door

One connected system — from the classroom, to the hub, to senior leadership.



Attract early

- 3,500+ students engaged
- 300+ internships in 2 years
- 7 university partnerships



Grow inside

- 26% internal career moves
- 800+ CI-Lean-BOOM certified
- 11,000+ learning hours in 2025



Retain & lead

- Attrition 15% → 9%
- 80%+ assessed & succession-planned
- 15 international moves

PILLAR 6 — ENGAGEMENT

Belonging, built for a multi-generation, global team

Communities , Sport, Culture Fair, hackathons, CSR and Employees of the Year — belonging you can see.

75%

Gen Z & Millennials

72

Nationalities

60% Female

+50% in Management

1 in 3

in their first year with us



Sport & Tournaments



Culture Fair



Community & Crafts



Employees of the Year

We bring the solution before we're asked

The clearest sign of a catalyst: the business asks the hub to co-own the outcome.

ORDER-TO-CASH · CO-OWNED

Order Intake, Reinvented

Rebuilt with the business — from manual, fragmented and slow to agentic, automated and self-service.

94%

of order intake
now automated.

↑ CSAT

satisfaction up,
cycle time down.

CONTENT OPERATIONS · CO-OWNED

AI-Content Generation Engine

End-to-end, MLR-by-design content generation and localization — with real-time personalization.

€10M+

net value
created, '25.

57%

faster content
creation.

+8pp

HCP email
open rate.

THE PROOF

From back office to business catalyst

The same organisation now leads enterprise transformation programmes for Sanofi.



DAiVinci

GenAI content operations

~€20M

spend savings in '25
57% faster lead-time.



Racetrack

Agentic AI, Source-to-Pay

AI-first

reinventing the buying
experience end-to-end.



Value reallocation

Reinternalization & arbitrage

~€150M

value redirected toward
R&D and growth.

30+ processes transferred to the hubs network within 2 years.

THE TAKEAWAY

What made it work — for anyone on the same journey



Purpose before process

People give more when they see the patient at the end of the work. Start there, not with the org chart.



Culture is the strategy

Identity, belonging and environment aren't soft extras — they are what makes the numbers move.



Turn people into influencers

When employees grasp the business and their role in it, they recruit, sell and defend the hub for you.



Global strategy, local execution

Align to the enterprise ambition — but win talent and trust market by market, hub by hub.

IN CLOSING

It starts with **why** the work matters.

The lesson from Budapest is simple. Technology changed how we work. Purpose changed what we believed we could become. And that made all the difference.

BE ***BOLD***

Ahmed Ismail

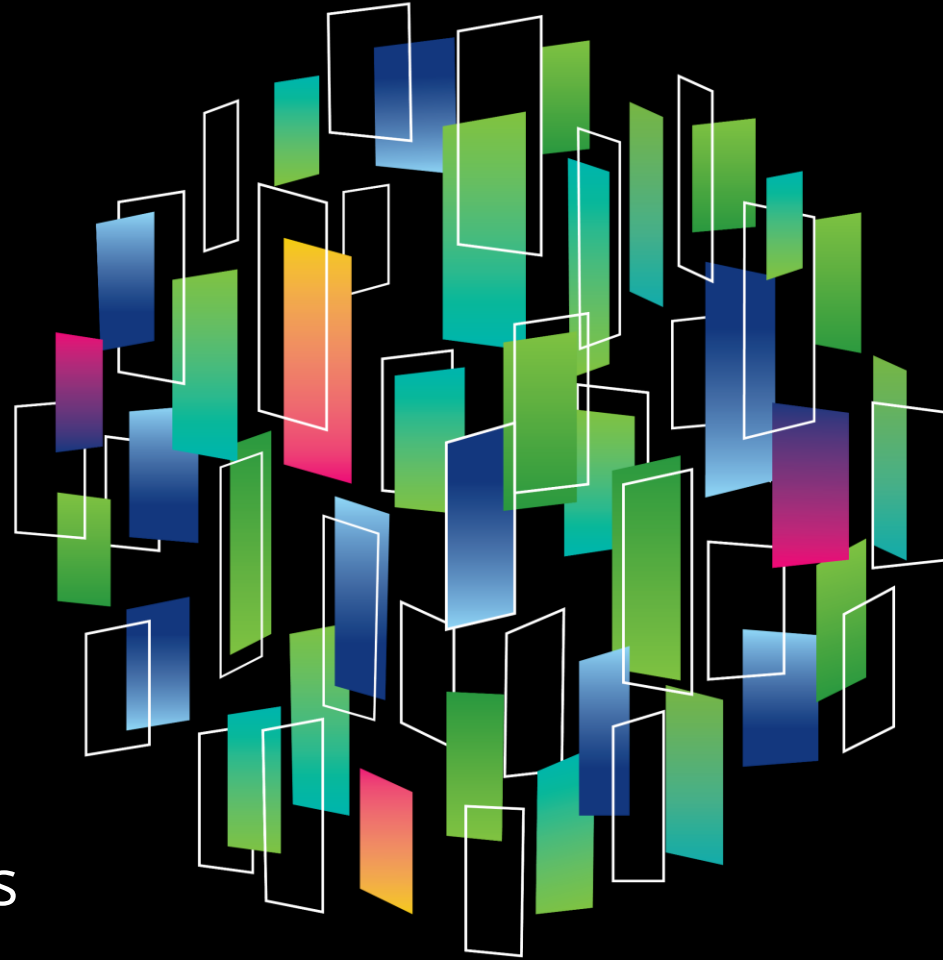
Head of Europe Hubs, Sanofi · Thank you

sanofi



Thank
You

.sanofi



Deloitte Shared Services
Conference 2026