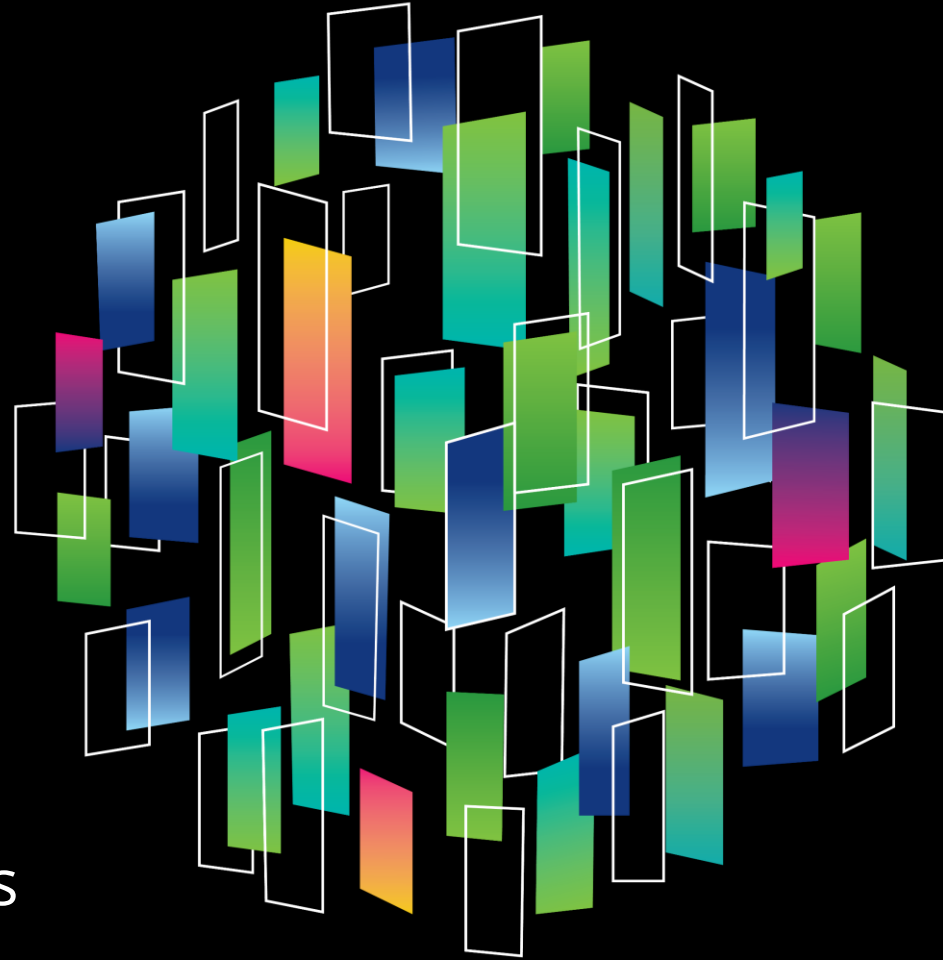




Deloitte Shared Services
Conference 2026



HR AT THE FOREFRONT

HOW SCANIA P&C (HR) IS
SPEARHEADING IT'S GLOBAL GBS
TRANSFORMATION

Michele Gellatly

Program Director, Service Operations at Scania Group

SCANIA





SCANIA IN BRIEF

FOUNDED
1891

100+
COUNTRIES

60,000
EMPLOYEES

1,500+
SERVICE POINTS

NET SALES
198,480
SEK.M.

715K
NUMBER OF
CONNECTED
PRODUCTS

-11.1%
YEAR CO₂e
REDUCTION



HIGHLIGHTS OF THE P&C ORGANIZATION

~1800

P&C FTEs,
with more than
40% located in
Sweden

~340

Local P&C
systems used

140

P&C
processes

1:33

P&C ratio

Decentralized &
ENTREPRENEURIAL
model



KEY FACTORS IN THE JOURNEY TOWARDS THE SSC TRANSITION

Successful global implementation of **9 modules** across **ServiceNow** and **SuccessFactors**



Strong foundation of **standardized global processes** and ways of working



Stay competitive by reducing **costs** at same service levels, delivery and experience with gradual improvements



STRONG EXECUTIVE SPONSORSHIP FOR GBS SET-UP



Reinvestment of savings in salary arbitrage to support the **AI & Automation** journey for P&C



P&C excellence with an ambition of **~1:80 people ratio**



Take lead on design for Scania-preferred **SSC setup**

THE JOURNEY SO FAR AND THE ROAD AHEAD



WAVE SWEDEN



Timelines

Jan 2025 –
Nov 2026

7

Releases with
duration of
approx. 5 weeks

WAVE EUROPE



Timelines

Apr 2026 –
Jan 2028

11

Clusters with 2-5
countries per
cluster

WAVE CHINA



Timelines

Jun 2026 -
Apr 2027

3

Releases with
duration of
approx. 4-5
weeks

WAVE BRAZIL



Timelines

Sept 2026 -
May 2027

4

Releases with
duration of
approx. 4-5
weeks



P&C FIRST OUT OF THE GATE



Unique challenge of doing the transition without a playbook



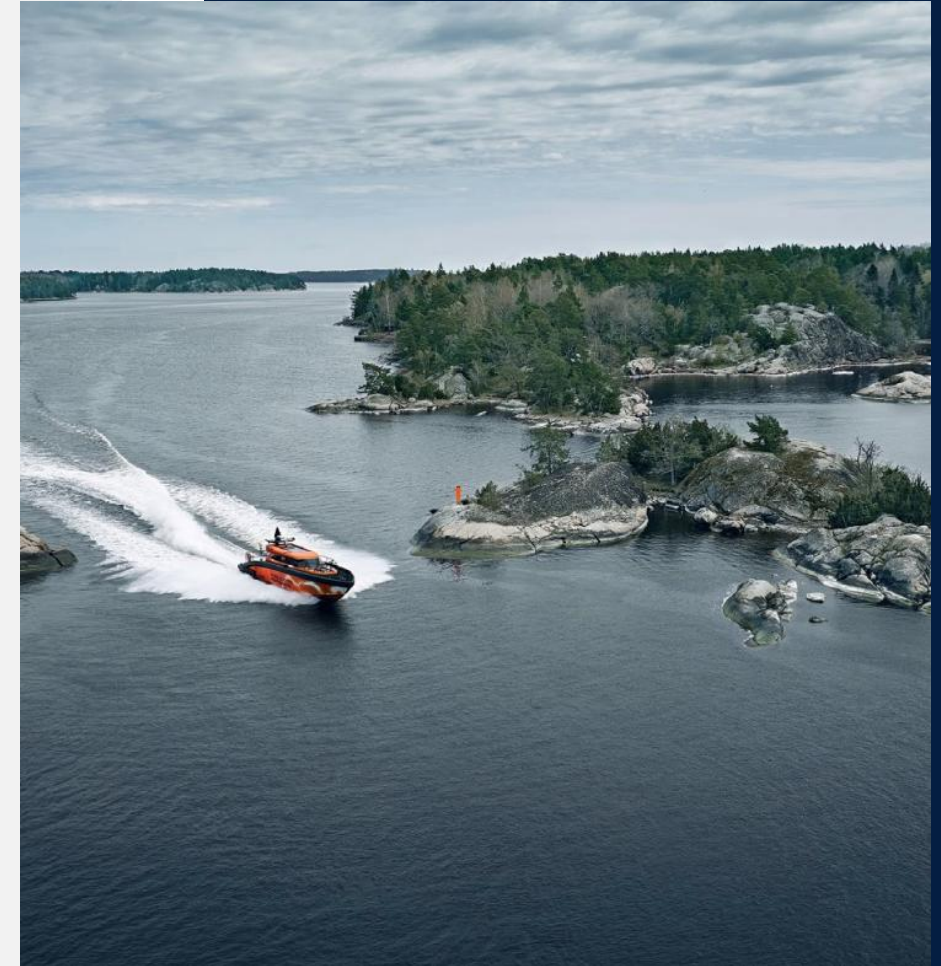
First mover advantage accelerated other functions and created organizational learning



Securing C-level sponsorship and demonstrating quick successes



Transitioning into new countries before stabilizing the live-countries



LEARNINGS FROM THE P&C JOURNEY

WHAT WOULD I DO DIFFERENTLY?

“We were committed to self-fund the P&C AI & Automation journey”



THE BENEFITS OF INCREMENTAL RELEASES



UTILIZING INVESTMENTS



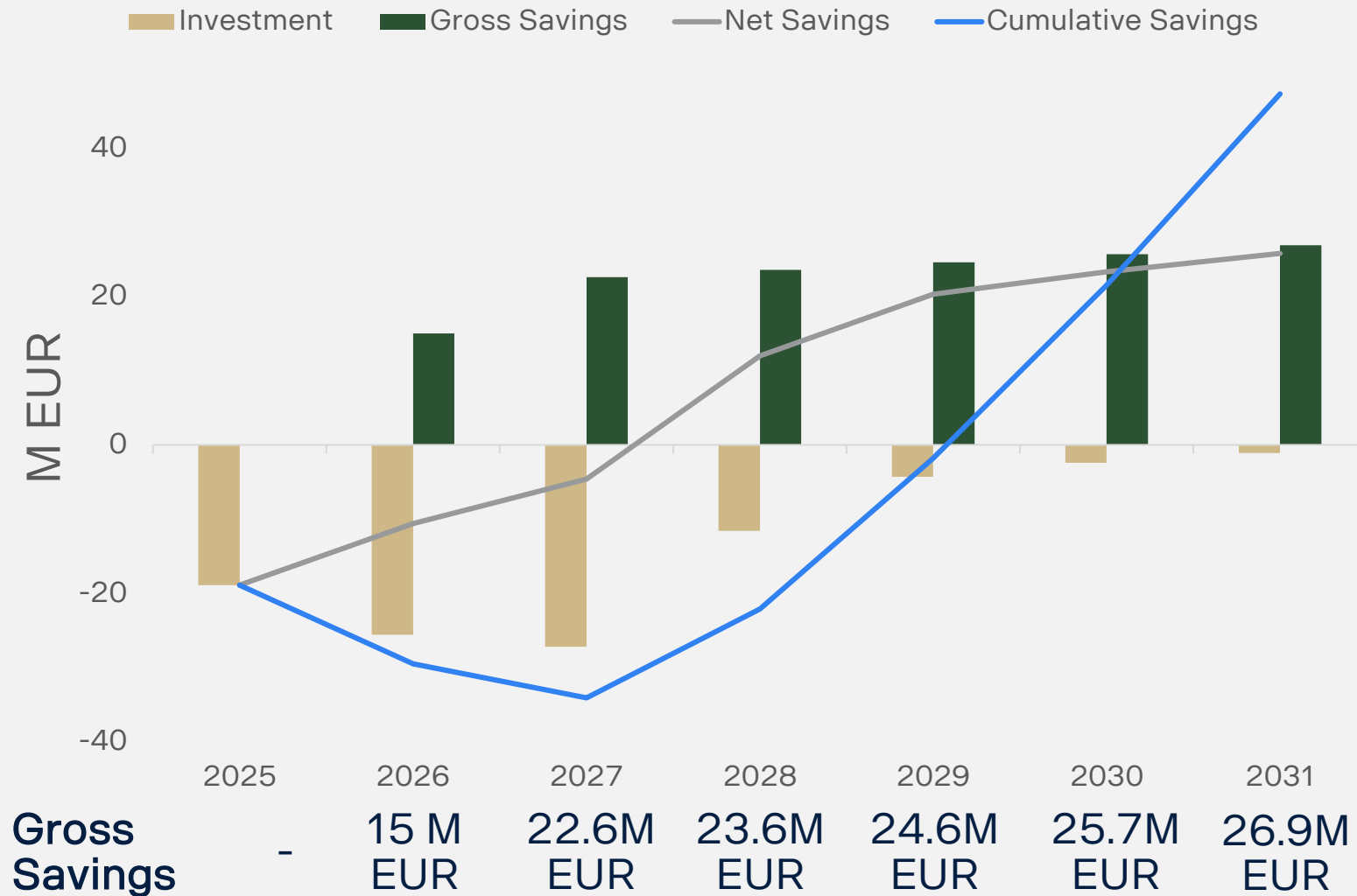
ENABLE QUICK WINS



SUSTAINABLE GROWTH



SELF-FUNDING AI & AUTOMATION INVESTMENTS



Annual cash savings reaching 25.8 M EUR in 2031 (due to fixed cost reduction and consolidation of current positions)



Investments made in AI & Automation in Year 2026 & 2027. Payback to be achieved after 4.5 years

LEARNINGS FROM THE P&C JOURNEY



WHAT WOULD I DO DIFFERENTLY?



LACK OF
STANDARDIZATION
AND ADOPTION



NAVIGATING
A FRAGMENTED
SYSTEM LANDSCAPE



CHANGE
MANAGEMENT IN
COUNTRY

BEING A MANAGER IN THE WORLD OF SCANIA



1

Leading the transformation, more than 15,000 km from headquarters

2

Navigating a traditionally decentralized organization

3

Collaborating across multicultural teams

GREAT LEADERS AND GREAT OUTCOMES ARE NOT DETERMINED BY LOCATION



SCANIAS FIRST KNOWLEDGE CENTER



Supports
30,000
employees



Led from
15,000 km
away



Time zones



Cultures



Perspectives

ONE TEAM
ONE PURPOSE

THE DISTANCE PARADOX

Distance did
come with
challenges...



... BUT became an accelerator for
speed and momentum

FORCED AUTONOMY, FASTER
DECISION-MAKING, AND
ENTREPRENEURIAL THINKING



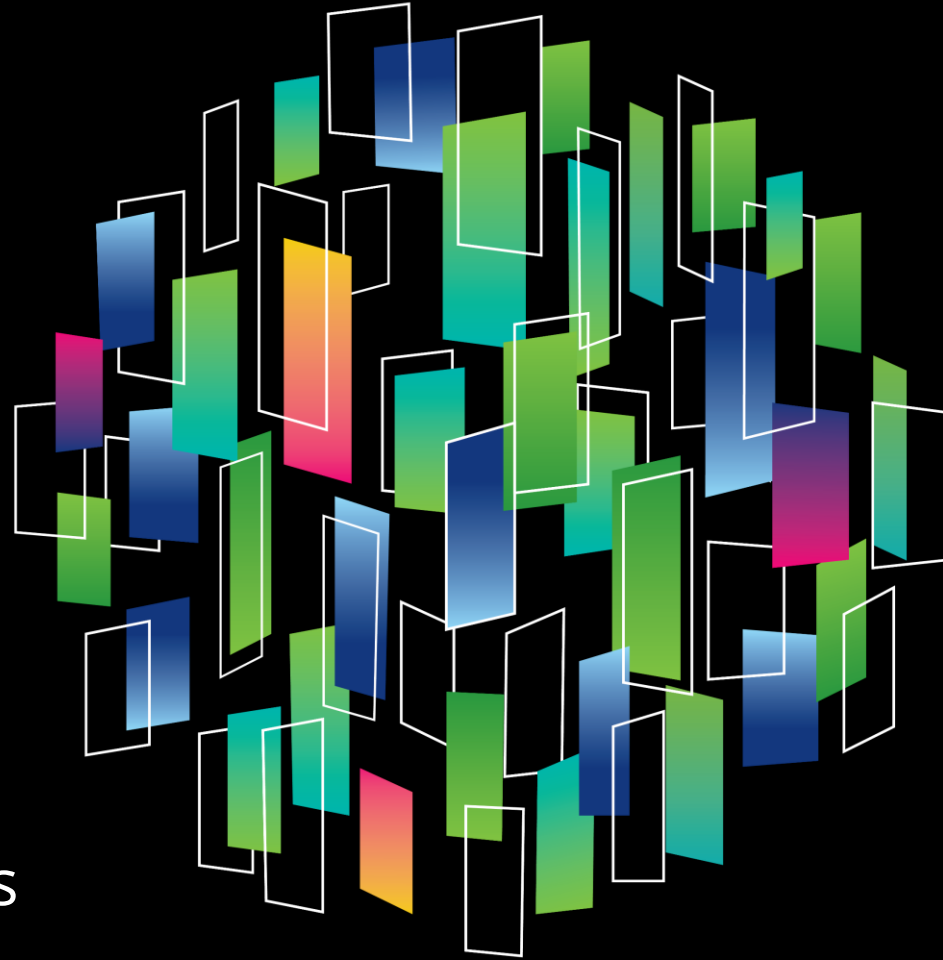
***“THE KEY IS TO CREATE
OPPORTUNITIES FOR TALENTED
PEOPLE REGARDLESS OF
WHERE THEY ARE BASED”***

THANK YOU
ANY QUESTIONS?





SCANIA



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