

# THE SCANIA **WORK** PLAYBOOK

VERSION 1.1

**SCANIA**

# A new era of work

The workplace and the way we expect to, prefer to and sometimes need to approach our work life is transforming quickly, both at Scania and in the world at large.

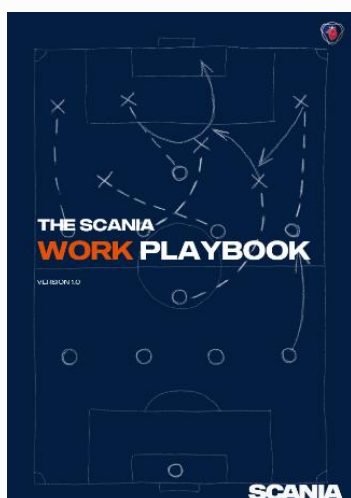
Our expectations on the workplace experience are also evolving dramatically, accelerated by what we experience in our personal lives where connecting to people, getting things done and finding information is becoming faster and easier and possible to do at any time, from any location and in multiple ways. We expect our workplace to give us the same sense of possibility and efficiency.

Work is becoming something we do rather than something we go to. A part of being a great employer is being able to offer mobility and flexibility to our employees to the extent the nature of the job to be done allows, while ensuring individual productivity and well-being as well as great creativity and collaboration in our teams and communities.

The positive experiences of a more flexible work life and the growing expectations of mobility and flexibility have mainly impacted the space of office work. In the world of Scania, we also have individuals and teams that need to be at the workplace every working day. Going forward, different ways to create a higher degree of customization also in jobs that need to be done in a specific location will be explored.

This Playbook outlines Scania's go-to approaches to an inclusive and attractive workplace where everyone can contribute to our common purpose with their full potential.

## About the Playbook



The Scania Work Playbook is co-created and continuously developed by People & Culture and the Digital Office in cooperation with Strategy & Business Development and IT End-user Productivity, with valuable input from union representatives and a large number of people across the organization, representing different personas and adding different experiences and perspectives.

The Playbook is based on [Scania's future workplace strategy](#), learnings and experiences from our global organization during the 2020 remote work challenge and inspiration from [external findings and insights on the future of work](#).

No playbook is ever perfect or complete. Your feedback, experiences and reflections are highly welcome. Contact the Playbook team through [this channel](#)

Icons and illustrations from <https://thenounproject.com> and Microsoft.



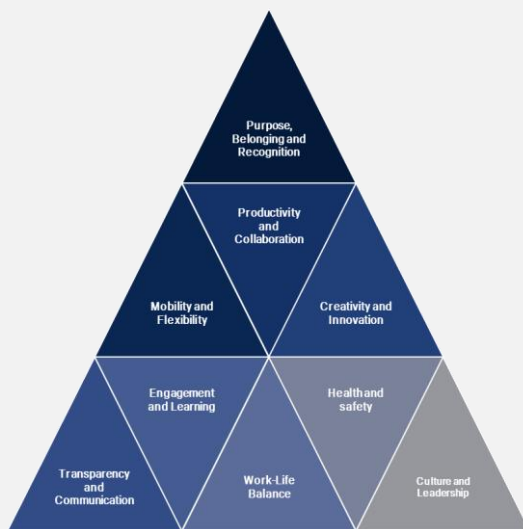
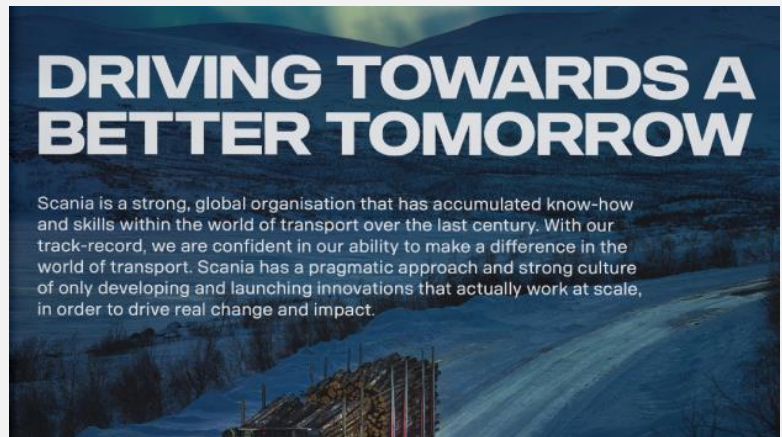
**New:** The Scania Work Playbook now has a digital twin as a skill path in the [Learning Experience Platform Degree](#)

# Working for Scania

Scania's purpose is to drive the shift towards a sustainable transport system, creating a world of mobility that is better for business, society and the environment. To be successful on this journey, setting the stage for your contribution, engagement and commitment to our shared purpose is essential.

As a company, we want to promote a healthy work-life balance, catering to the full person we employ and engage. We believe in making it possible for everyone to reach their full potential during all walks of life.

Regardless of where you work, Scania is responsible for your well-being, making your work environment a top priority to continuously improve.



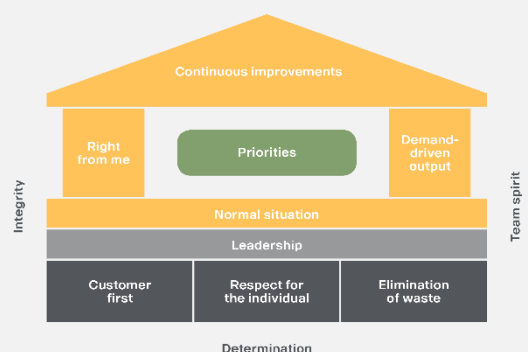
## An evolving Employee Experience

We realize and appreciate that all people are different and have different needs, circumstances and preferences when it comes to contributing to our company's success. The key going forward is being mindful of these differences and to create a great employee experience and an inclusive workplace where everyone can contribute in a healthy, stimulating and productive way.

We are setting a high ambition for developing the many facets of our employee experience going forward.

## The Scania Way

The Scania Way is our ability to execute our mission and vision with our sound company culture as its foundation. A central component of The Scania Way is the Scania House. The house has a foundation, a floor, walls, a roof and windows. They all have important roles, representing our core values and our operational principles. The Scania House forms the basis of our corporate culture. Learn more on the [► Scania Way learning portal](#).



## Fit for Future

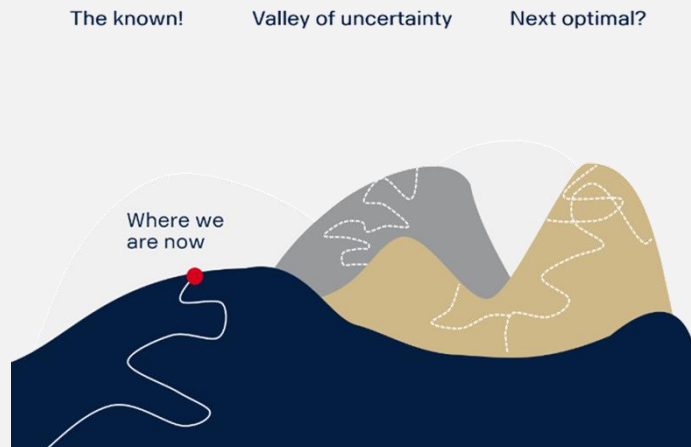
Technical and digital development is taking place in a rapid pace and to secure our future profitability and position as a premium brand we need to transform as a company and organisation and increase our ability to execute.

Since the beginning of Scania, we have worked on optimizing the internal combustion engine as well as the environment and support for the driver and become very successful at it.

However, the market is now moving toward uncharted territory where we need to find new competitive advantages. We stand before major changes in customer needs, revolutionary technologies and disruptive business models. What we know, is that the combined and interrelated result of these changes is impossible to predict.

The Scania Way, our operational strategy, provide a solid foundation with the base of our core values, our leadership and our principles. Going forward, we need to explore a mix of historic and future success factors to be able to drive the shift and increase our ability to execute.

We need to respond with methods appropriate for complexity with an updated way of working in this complex domain– building on lean-agile exploratory principles.



## Four main capabilities

To be fit for future and accelerate the transformation, Scania needs to strengthen four main capabilities, read more about them in [How Scania is Managed](#) or the [Scania Transformation Learning Portal](#).



# Playbook content



## Where we work – Aligned flexibility and mobility

At Scania, we support workplace flexibility and mobility and encourage employees to take the opportunity to maximize our personal productivity and work-life balance while aligning with the teams we are engaged in to make sure collaboration runs smoothly.



## Creating value together – Our collaboration culture

Increasingly, we create value in teams and networks of people with a shared purpose and common objectives. Building on each other's strengths and ideas and creating a great foundation and an open climate for collaboration is vital.



## Leading and being part of a healthy and productive team

In a remote or hybrid setting, many leader and co-worker qualities and activities that have always been important become even more critical to keep the team healthy, engaged and productive, including trust and transparency, clear objectives, attentiveness and open communication.



## Feedback and open communication

Feedback and open communication between colleagues, and specifically between managers and co-workers, is essential for creating a productive, open and healthy work climate and for continuously developing and growing as people.



## Your personal work environment, productivity and wellbeing

Your work environment is wherever you perform work at any given time. Scania is responsible for your well-being, making your work environment a top priority. Read about creating space for focus and concentration, prioritizing your tasks, setting up your personal work space and creating healthy work habits.



## Productive and inclusive meetings

Meetings can be essential for collaboration, but they sometimes last longer than needed and have a tendency to dominate the calendar. When inviting to a meeting at Scania, we are considerate of our own and our colleagues' time and make the meeting experience as engaging, inclusive and productive as possible.



## Skill Capture – Diversity and Inclusion

Skill Capture is Scania's framework for developing diversity and inclusion practices and implementing them in our everyday work. The purpose of Skill Capture is in the name: to help Scania capture the diversity of skills, knowhow and perspectives of our employees.



## A culture of continuous learning

In a quickly evolving society and business environment, acquiring new skillsets and fostering a culture of learning are important keys to our future success. At Scania, learning is so much more than just attending a classroom event. We learn whenever we want, wherever we are, with a mindset of curiosity, sharing and collaboration.



## Onboarding – Getting up to speed

Joining a new company or transferring to another team can be an exciting but sometimes challenging experience. Making sure our new co-workers get the best possible start of their journey is vital and helps creating a great first impression and a welcoming feeling while creating the basis for long term productivity and engagement.



## Working in a shared environment

With growing mobility and flexibility, our work will take place in new environments within and outside of Scania. When working in public or shared physical spaces, there are some important rules and recommendations to observe to ensure everyone's well-being and for securing the integrity of Scania's information.



## Our digital collaboration toolbox

Scania provides an extensive toolbox that can make you and your team productive in your collaboration and that are always available wherever you are, from your desktop, mobile devices as well as from the browser of any computer. Here is a selection of apps that can power up your collaboration.



## Digitally transforming the Workplace

Digital Transformation is about leveraging digital technologies and shifting expectations to improve, enable or transform processes, functions or business models – to support our corporate targets. Two areas of digitalisation that are significantly reshaping our workplace are Data & Analytics and Business Automation, making our processes data-driven, intelligent and automated.



# Where, when and how we work – Aligned flexibility and mobility

At Scania, we support workplace flexibility and mobility and encourage employees to take the opportunity to maximize our personal productivity and work-life balance while aligning with the teams we are engaged in to make sure collaboration runs smoothly.

## Aligned flexibility and mobility

*Workplace flexibility* is about finding the best way of setting up how and when to get our work done and create value, independently and together with our teams. Aligned flexibility requires open communication and clarity on how we interact with others, how and when we come together and how we design our workweek around the people we work intimately with. See ▶ *Creating value together – our collaboration culture*.

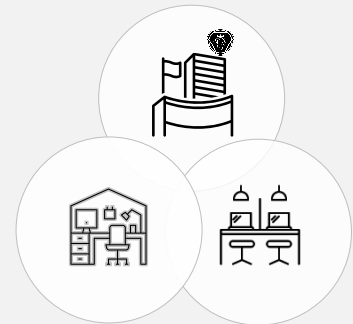
*Workplace mobility* is the possibility to perform work in the physical location most suitable for the type of work we have in front of us at any particular moment. Getting focused independent work done productively is very different from creating the best conditions for creative collaboration and co-creation.

Getting together is a vital part of forming strong teams, creating a sense of belonging and safeguarding our culture. In order to innovate, collaborate, develop ourselves and each other as well as our solutions, we need to meet in person on a regular basis.

## Workspaces for individual productivity and great collaboration

Different modes of work requires different types of physical spaces, from Scania's various facilities\* (offices, factories, workshops, common collaboration areas and hubs) through public co-working spaces enabling external influences and interactions, to your home office\*\*.

In order to facilitate great collaboration as well as individual productivity, Scania will continue to invest in dynamic workspaces that cater for different working modes and needs. There will be an increased focus on collaboration and flexibility and the need for designated personal desks will decrease.



## One size does not fit all

In a global company consisting of a wide range of individuals with a growing set of job descriptions, there is no one-size-fits-all scenario for how to get the job done. How we approach work needs to be based on our own work content and the setup of the teams we belong and how this relates to our personal preferences, walks of life, family situation and how and where we live.

\* Scania may from time to time need to limit or temporarily block access to Scania facilities and strongly recommend remote work as the default mode, to ensure physical distancing in the interest of public safety and of the health of our employees. These restrictions will be following public local and regional recommendations and be clearly communicated separately.

\*\* While workplace flexibility and mobility are generally available opportunities at Scania, there are certain roles and personal circumstances as well as specific tasks and events that do not lend themselves well to a remote work setting. In dialogue with your manager, certain limitations may need to be set. Scania as an employer is legally responsible for and has the unilateral right to manage work in such a way that both personal safety and productive delivery of value to the company are ensured.

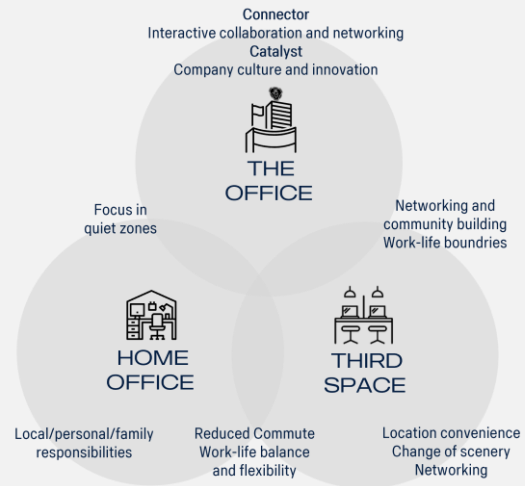
## Hybrid Work

A hybrid work setup is all about taking advantage of the different possibilities and values that a *network of possible work locations* can offer. For example, the home office is typically not interchangeable with the office - they offer very different values and possibilities.

*The office* can be seen as a connector and a catalyst for company culture and innovation and a venue for interactive collaboration, onboarding, team bonding and select trainings.

*The home office* may offer more opportunities for heads-down, focused work and an improved work-life balance.

*Alternate locations* such as co-working spaces can add higher location convenience, a change of scenery as well as new opportunities for beyond-Scania networking and community building to the mix.



Source: Gartner

## Getting the most out of a hybrid set-up

In a hybrid setting, we can take full advantage of four modes of working and have the flexibility to seek out the type of environment each work task and situation requires to maximize individual productivity or stimulate collaboration and creativity.



Getting the most out of the hybrid workplace requires being intentional in our efforts to collaborate and to actively create opportunities to engage, in the work mode most suitable to the task at hand. A common view is that most great ideas and inspiration happens we accidentally bump into a colleague by the water cooler, when in fact most innovation and creativity requires that we engineer opportunities to share knowledge and exchange ideas.



# Creating value together – Our collaboration culture

Increasingly, we create value in teams and networks of people with a shared purpose and common objectives. Building on each other's strengths and ideas and creating a great foundation and an open climate for collaboration is vital, whether you are co-located and meet regularly face to face or if your collaboration is mainly based on digital communication.

## Clear expectations and rules of engagement

To make sure we can successfully co-create value in the teams and networks we belong to, we openly discuss the expectations we have on each other when it comes to things like deliveries, response time and availability. Your idea of flexibility in when and how you prefer to work may not be equal to that of your team and other co-workers.



Discuss with the teams you are part of if you would benefit from agreeing on certain collaboration hours during the day or week where you book most of your interactions and create bursts of synchronous work to boost your productivity and creativity.

Adopt a blameless culture where you win as a team and lose as a team. At Scania we embrace deviations and mistakes and share our learnings from them. See [▶ \*Our culture of continuous learning\*](#).

## Embrace differences

Embrace and cater for individual differences and preferences. For example, some people may be more likely to get their ideas and opinions voiced in digital meetings, verbally or by writing in a chat, while others require more face-to-face interaction or need more time to digest and would prefer being able to contribute at their own pace.

To cater for different preferences, remember that value can be co-created in different ways. Sometimes we need to work synchronously (at the same time) in physical or digital meetings and workshops, but in many cases the value creation can happen asynchronously (over time) in a Teams channel or chat, through shared, always-on canvases and whiteboards or co-authored documents, giving people the chance to contribute at their own pace.

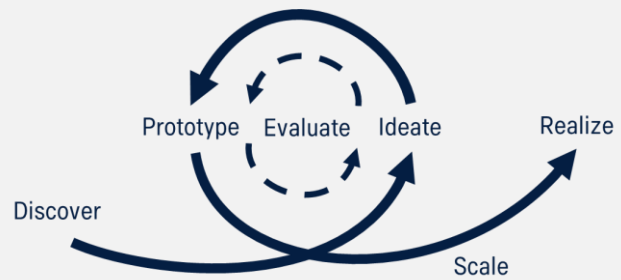
## Tools for collaboration

Make use of our collaboration toolbox, for example using Microsoft Teams for keeping your teams and work streams up to date through channels, chats, co-created documents and digital meetings. For creative workshops and joint ideation sessions, tools like Microsoft Whiteboard and Mural can enable building on great ideas together. Read more in [▶ \*Our digital collaboration toolbox\*](#).



## A mindset of curiosity and innovation

Curiosity and innovation are part of everyone's job description. Ideate, experiment, fail fast or succeed gloriously and build communities and networks that can help developing our ideas. Embrace a "yes and" attitude, building on each other's ideas and creating a safe space where all ideas and opinions are valid and appreciated.



At Scania we encourage you to be curious in your day to day job and also to take on new opportunities in cross functional teams, for example through the ▶ *Innovation factory* program that runs annually to strengthen our entrepreneurial muscle and create the prerequisites for transformational innovation.



Keep your Reflex profile up to date and describe your role, skills and personal motivations, to make it easy to find and engage with you.



# Leading and being part of a healthy and productive team

In a remote or hybrid setting, many leader and co-worker qualities and activities that have always been important become even more critical to keep the team healthy, engaged and productive.

## Trust and Transparency

Put the utmost trust and confidence in your employees and coworkers to get the job done. Trust is one of the most important foundations for engagement and motivation as well as for healthy working relationships. With trust and engagement, productivity and personal responsibility for our own deliveries come naturally.

Emphasize open communication and transparency to keep everyone up to date and maintain your team's alignment, direction and sense of purpose. Try to put a larger emphasis on asynchronous communication (written or recorded ) for important information, making sure people can catch up when they have the possibility.

## Clear objectives

Create clarity in expectations and objectives - focus on impact and what needs to get done, not how, when or where. Provide regular feedback and support based on the objectives to further drive engagement and motivation.

Make your team's objectives, tasks and workload highly visible to enable increased collaboration and clear priorities, highlighting progress and roadblocks and splitting and balancing the shared workload, making work more manageable and rewarding.

## Attentiveness and open communication

Be attentive to the well-being of your co-workers and listen for signs of concern, discomfort or even distress. Have regular one-on-ones and team check-ins without an operational agenda and listen more than speak to pick up on signals that may not be as clear when not meeting face to face. See the section [▶ \*Feedback and open communication\*](#) for useful frameworks for one-on-ones. You can get additional insights by using a pulse tool like Winning Temp to follow up engagement and well-being in real time.

Always strive to create inclusiveness and an open climate, paying equal attention to remote colleagues and consider differences in the different personalities and perspectives of your team members, the level of extroversion and other preferences.

Invest time in building personal relationships, creating a sense of belonging and cultivating your team spirit through informal team gatherings (digital, hybrid or physical when possible) and informal communication. In short - have fun together!



Create a Teams channel or group chat dedicated to informal team communication to build your community and personal relationships, while keeping your more formal work channels focused and relatively free of cat pictures.

## Hybrid leadership

In a remote or hybrid setting, many leader and co-worker qualities and activities that have always been important become even more critical to keep the team healthy, engaged and productive.

The role of the manager has changed significantly throughout the shift to hybrid work. Managers are finding themselves needing to build up new skillsets - moving away from the hierarchal managerial structures of the past, and taking on greater coaching and mentoring responsibilities. In order to successfully navigate this change, managers need to be supported through changes to organisational structures, skill sets, and power shifts ([Lynda Gratton, HSM](#)).

These are some leadership tips and tricks from our leadership developers at Scania Academy to embrace when moving into an increasingly hybrid work setting. [Read the full deep dive here](#). You can also explore a curated selection of articles on the topic on the [Leadership Learning Portal](#).



### Stay connected

**Set up regular (weekly, or bi-weekly) one-on-ones with each team member.** Be committed to making every appointment. Set aside at least 30 minutes and try to make these meetings face-to-face occasionally. Approach the meetings as coaching opportunities. Keep a record of each meeting so that you can follow up on any concerns. Include time to discuss any personal concerns or worries.



### Be inclusive

**Facilitate inclusive communication.** Ensure that you adopt communication strategies that make everyone feel connected while respecting people's time zones and communication boundaries. Consider ideas that help convey norms like using an email signature informing recipients that they're not obligated to reply until their work time begins.



### Stay productive

**Use working from home as a source of energy.** Home working can boost employees' energy, both physical and emotional, if done with intentionality. Well-designed home setups, established rituals, clear boundaries and a delimitation between on and off time positively impact employee energy and productivity. In turn, leaders should focus on outcomes instead of office attendance and perform regular virtual check-ins and feedback sessions.



### Evaluate performance

**Don't equate presence with performance.** Being in the office doesn't translate to productivity. Working remotely has shifted performance measurements to be based on output, not input.



### Create motivation and engagement

**You can't motivate your colleagues.** You can only create an environment where they feel motivated. For some it's about having challenging problems to solve, or the opportunity to learn and develop. For others it's that they can influence decisions and make an impact, or that they can bounce ideas with colleagues. Motivation is personal. Creating and keeping up motivation starts with knowing your co-workers, identifying their needs and adjusting your leadership to them.



### Support Performance

**Adopt flexible management.** Enable workers to self-manage their working. Provide employees with clear guidelines enabling them to make informed decisions regarding when and where they work. Instead of micromanaging them or enforcing top-down bureaucracy, encourage them to self-organize!



### Support Learning

**Follow-up with your employees** when they learned new skills. Research shows that the most important person for implementing new learnings and change behavior is the manager. Show interest in your employee's learning journey, ask what they have learned, which actions they will take based on their new learnings and ask them to share with the team. If you want return on investment, your role is critical.



### Build a high performance team

**Remote or hybrid teams are just teams.** The same things that make (or break) remote teams are the things that have always made teams work. Aligned goals and strategies, agreed cooperation frames, trust, clear communication. Distance and technology are constraints, not deal breakers.



### Build team spirit

**Get to know each other on a personal level.** Ask your employees to share something they don't think anybody knows about them. **Get to know work related things about each other.** What type of work motivates you the most? When do you feel you have most "flow"? What achievement in your working life are you most proud of? **Appoint a "mood manager" on a rolling schedule.** The moodie is responsible for arranging fun and social activities, small or large, for a period of time, like a month. Ask for volunteers.



### Health and work balance

**Promote and role model a healthy work balance and wellbeing.** Plan your days and create space for undisturbed, productive work. Make sure to keep connected with your team. Book time for break between meetings. Create healthy habits and a divide between work and home life. Promote creating boundaries between home and work life, learn to and help your colleagues to disconnect after hours.



# Feedback and open communication

Feedback and open communication between colleagues, and specifically between managers and co-workers, is essential for creating a productive, open and healthy work climate and for continuously developing and growing as people.

## Making feedback happen

The best feedback is the one that is given. Building feedback into your day-to-day encounters is a great way to develop and encourage an environment in which people feel comfortable to give and receive feedback.

Constructive feedback, both positive and negative, is vital for continuous development. Feedback clarifies expectations, motivates and helps people learn from their mistakes and builds confidence.

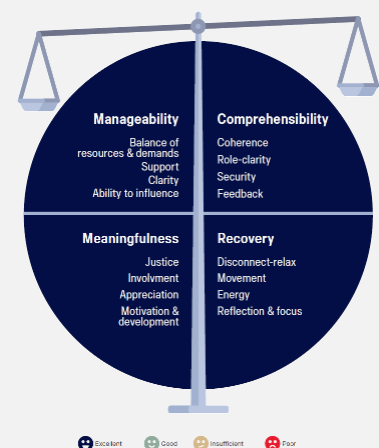
## One-on-one communication

This is a framework that can be used to inspire great one-on-ones where two-way feedback can be a natural part of the conversation.

| PERSONAL   | COMMUNICATION  |
|--|--|
|  <p><b>What's up</b><br/>How are you right now?</p> <p><b>Outside work</b><br/>What's going on in your life?</p> <p><b>Work-life balance</b><br/>Do you feel like there is a good balance between work and your personal life?</p>  |  <p><b>Check-ins</b><br/>Are we talking often enough to bounce ideas and ensure progress?</p> <p><b>Transparency</b><br/>Do you feel that you are up to date on what's going on, in our team and in the company?</p> <p><b>Information</b><br/>Is information shared in a good way?</p> |
| ROLE & ASSIGNMENTS   | TEAM(S)  |
|  <p><b>Role</b><br/>Is your role clear, developing and fun?</p> <p><b>Objectives/Results</b><br/>Do you feel that your objectives are clear?<br/>What has been going well/not well?</p> <p><b>Challenges</b><br/>Do you see any challenges on the horizon?<br/>How can I support?</p> |  <p><b>Cooperation</b><br/>How is the cooperation in the team and with others you collaborate with?</p> <p><b>Socially</b><br/>How do you experience the mood of the team?<br/>Are you having fun as part of this team?</p>   |

## Work Balance tool

Work Balance is another tool for creating a constructive dialogue between employees and managers. Work Balance focuses on psychosocial topics and can help identify early signs of stress and psychosocial imbalance. The tool covers the essential areas of manageability, meaningfulness, comprehensibility and recovery.





# Your personal work environment, productivity and wellbeing

Your work environment is wherever you perform work at any given time. As an employer, Scania is responsible for your well-being, making your work environment a top priority.

## Find your space

Find your way to maximize your productivity and creativity by customizing where you spend your work week while ensuring a rich and fruitful collaboration with others that you work with.



Utilize the different modes of workstations in our facilities for your daily tasks spanning from concentrated individual work to co-working and co-creation arenas and give your body the opportunity to work in different physical modes and settings.

## Focus and concentration

Create space for undisturbed productive time (focus time) in your calendar and respect that others need to do the same. It can be hard to go deep on challenging work if you only have small chunks of time to focus in between meetings or are distracted by incoming emails and chats.

Blocking a few hours every day to focus without interruptions can help improve your concentration and productivity. Prioritize any focus time you book and do your best to avoid accepting meetings that overlap with it. In the same way, be respectful of double-booking your co-worker's blocked time.

Reflect on what your productivity profile looks like. When in the day are you the most and least energetic and productive? Try to schedule your most complex tasks when you are at your best.



Manage notifications and interruptions: Multitasking can slow you down and affect your focus. After checking even just one email or chat, it can take a significant amount of time to refocus. To improve concentration, try turning off notifications and checking your email inbox less frequently.

## Prioritize your tasks

Our to-do lists have a tendency to grow faster than our ability to check off items. Before attacking a new work day/week or digging into new, urgent-seeming items in your inbox, try to take a step back and plan your time.

What activities are value adding in the long run? Which actions are truly urgent and what can be postponed for later? The Eisenhower matrix can help you create clarity and to own your work week so it doesn't own you.



## Social interaction and new perspectives

Humans are social creatures and a common challenge with an increase in remote work and geographically spread teams is to maintain positive social interactions and personal relationships. Make sure to keep connected with your team and other co-workers during the day, not only for collaboration but for informal small talk to fill up energy and maintain your sense of community. An increase in workplace flexibility can also be a great opportunity to find new arenas, within and outside of Scania, to interact with and gain perspectives from people you don't work with on a daily basis.

## Your home office

When working from home\* to a larger extent, either by choice or by necessity, invest in an ergonomically equipped and productive home office, to the extent that your home and family situation allows. Scania can support your home office setup in several ways, talk to your manager about what is applicable where you work.



When working from home, make sure that you create healthy habits. Find variation in your working position, sitting and standing. Ensure that you take breaks and incorporate movement and exercise into your day, for example through a walk-and-talk.



Mark the beginning and end of the day with a ritual, such as a "walk to work", putting on your productive clothing of choice and moving to your designated work area.



Turning work "off" outside of working hours can help you get a better night's sleep and helps you feel refreshed the next day.

\*Working remotely is subject to local laws and regulations. Scania is responsible for your physical, organisational and social work environment also when working in a remote setting. The manager and employee are expected to have a dialogue about how a good work environment can be ensured as well as how it is followed up. Read more here ► [Important when working from home](#)



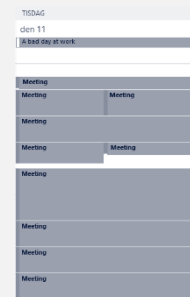
# Productive and inclusive meetings

Meetings can be essential for collaboration, but they sometimes last longer than needed and have a tendency to dominate our calendars. When inviting to a meeting, we are considerate of our own and our colleagues' time and strive to make the meeting experience as engaging, inclusive and productive as possible. These are some recommendations that may help improve our meeting culture and meeting experiences while making our calendars more manageable.

## Meeting culture?

The impulse to book a meeting whenever we need to get input or information or make a decision can be strong in our company culture.

To challenge this habit, always ask yourself if the job to be done or decision to be made requires a meeting or if it just as well can be done asynchronously, in a chat thread, Teams channel or email – what mode will get the job done in the best way without blocking too much calendar time?



Consider who needs to participate to achieve the meeting objective? Can parts of the regular team just receive a short briefing of the outcome of the meeting instead?



Challenge and shorten your meetings when possible. Start by ensuring breaks and time to regroup and recover, for yourself and others. Create gaps in the calendar by booking 25 or 50 minutes rather than 30 or 60 and try to end the meeting on time, if not sooner.

## The Meeting Experience

The hybrid meeting – where you interact with people in the same room as you as well as attendees connecting from other locations – is for many the new normal.

Here are some good meeting habits and advice on how to make any meeting productive, engaging and inclusive. The ambition is to make the experience equal for all without a feeling of having a first-class and a coach group of passengers. Even if many of these points are focusing on the host or moderator - if you are invited to a meeting, be engaged and active! No meeting host or moderator can create a great meeting experience and outcome on their own. [Read the full version here](#)















The invitation to an inclusive and productive meeting always contains a clear objective, a Teams-link and an agenda.



Consider using the recording feature of Teams to allow people that are not able to attend live to catch up later on. Always inform the participants that the session is being recorded.



Unmute! Keeping your microphones on creates a more natural flow of conversation and allows for jokes and shared laughter which boosts energy and cohesion.

|   |  |
|---|--|
|    | Encourage keeping the camera on and be accepting and welcoming of the kids, pets and messy backgrounds that may be part of the full employee on the other end. We also need to respect that our colleagues may have a good reason to get a rest from being on camera from time to time. Look directly into the camera once in a while to come as close as possible to eye contact.   |
|    | Be mindful of the balance between the room and your online guests. Make a point of actively engaging online participants if needed, ask questions, throw the ball to a someone that you haven't heard from recently.   |
|    | Use the meeting chat to engage the participants. Ask questions, encourage comments or do simple polls giving all types of personalities the opportunity to make their voice heard. As the moderator of a meeting, don't forget to keep an eye on the chat or ask someone to be your co-moderator.  |
|    | Use the  Raise Hand feature and     reactions to share emotions and support your colleagues. The raised hands in Teams will be numbered in the order that they came up. |
|    | Consider starting your recurring meetings with a short check-in. A good check-in draws everyone in to being here and now and you get a feel for where the participants are coming from and what stage and mood the group is in. When meeting or workshoping with a new group of people, it can be a good idea to start with an ice breaker or energizer to set the tone and build trust, check out some examples in the <a href="#">► Hyper Island Toolbox</a> .   |
|   | Enhance the experience and results of your digital meetings by using co-creation tools such as the digital whiteboard integrated in Teams, a Mural canvas or a co-authored document. To create even more interaction and engagement, try using <a href="#">► Menti</a> , or Scania's own <a href="#">► Voti</a> to get the participants' reflections and points of view.   |
|  | To get more done in smaller groups, use the possibility to create break-out rooms to divide and conquer the meeting objectives   |

## The Meeting room

Great physical or hybrid meetings require not only the engagement and participation of people, but also a great arena to meet up in. Don't compromise on the quality of your meeting rooms, including:

- The right technical equipment for sound and video capture - a seamless/plug-and-play setup that frees your time and attention for moderating the meeting rather than connecting the right cables
- Great room atmosphere and ergonomics with the right furniture and sound absorbing materials.
- well-designed lighting that allows you to focus and capture video.



Scania has a [► meeting-room-as-a-service](#) setup that gives a continuously updated and highly functioning room set-up – but every business area has to take the step to start using it!



## Top Tips in Teams

- Make sure the people in the room can see the online participants as well as any shared content. If you only have one screen, show the Teams meeting, not a PowerPoint. Have someone else share the content so that the people in the room see the same thing as the remote participants – the people and the content.
- Remember that the meeting chat is available as soon as you book the meeting if you want to share links or material for a quick start-up. The meeting chat is also a good place to share material, recordings and action points after the meeting.
- When presenting a slide deck, use the PowerPoint live sharing feature to be able to see your notes, slides, and audience while you present. You can also add the ‘standout’ presentation mode. This allows you as a PowerPoint presenter to show your video overlaid on the presentation and enables a more engaging experience by not having the attendees choose between seeing the presenter or the shared PowerPoint content.



## In summary – some do’s and dont’s

| Do  | Don't   |
|---|---|
| <input checked="" type="checkbox"/> Ensure that all your tech is ready before the start of the meeting                      | <input checked="" type="checkbox"/> Leave preparation to the last minute and struggle with cameras and mics   |
| <input checked="" type="checkbox"/> Turn on your cameras and engage face-to-face  | <input checked="" type="checkbox"/> Use only audio and miss out on body language cues   |
| <input checked="" type="checkbox"/> Moderate and check in with attendees for comments and feedback                          | <input checked="" type="checkbox"/> Let questions from remote users go unanswered   |
| <input checked="" type="checkbox"/> Use the 🙋 Raise Hand feature and ❤️👍😄👏 reactions to share emotions and sentiment        | <input checked="" type="checkbox"/> Interrupt by talking spontaneously or cutting someone off   |
| <input checked="" type="checkbox"/> Keep conversations on-topic and include the whole group                                 | <input checked="" type="checkbox"/> Disrupt the meeting with side conversations   |
| <input checked="" type="checkbox"/> Share a clear agenda with scheduled food breaks   | <input checked="" type="checkbox"/> Forget that remote participants need breaks for lunch, too  |
| <input checked="" type="checkbox"/> Share action items, links to the recording and documents in the chat for easy reference | <input checked="" type="checkbox"/> Create more email chains to share files, notes, and important links   |
| <input checked="" type="checkbox"/> Use tools like Forms, Mural and Whiteboard to ensure participation from everyone        | <input checked="" type="checkbox"/> Miss out on ideas and opinions from people in the room and remote or use flipcharts or whiteboards that can't be seen by remote attendees |

Source: Microsoft



# Skill Capture

## – Diversity and Inclusion

Skill Capture is Scania's framework for developing diversity and inclusion practices and implementing them in our everyday work. The purpose of Skill Capture is in the name: to help Scania capture the diversity of skills, knowhow and perspectives of our most valuable asset – our employees.

### Skill Capture at Scania

At Scania, we believe that having a diverse workforce and an inclusive corporate culture is crucial for thriving in the modern marketplace. Diversity and inclusion enable us to tap into underutilized skills within the company, maintain our competitive edge, increase chances for greater profitability, and be truly market-sensitive.

We come from all walks of life, from all corners of the earth, and in all shapes and forms. But regardless of our individual differences, we all unite in our professionalism, our determination, and in our team spirit. What matters is simply what we have to offer on the inside, and what we can add to our common journey.

When it comes to team spirit and making the most of who we are, it's like with everything else in life, practice makes perfect. That's why we have Skill Capture, to make sure that we practice on our ability to notice, appreciate and make the most of true talent. To make sure that you can be you, and that Scania can continue to move forward successfully. Read more on the [Skill Capture learning portal](#).



**Skill Capture** is one vital part of Scania's corporate targets and is followed through a Diversity and Inclusion index, based on to what degree we as employees agree to the following statements:

- 1** In my department, all employees are treated in an equal manner.
- 2** I think we have a diverse department, i.e. we are a mixture of people with different experiences and different backgrounds.
- 3** In my department we take advantage of the differences between employees, ie. our culture allows all perspectives to be taken into account and encouraged.

### Promoting diversity, equity and inclusion.

**Facilitate inclusive communication.** Ensure that you adopt communication strategies that make everyone feel connected. **Pay attention to allocate rewards and opportunities fairly** - employees working more from home are less visible and risk losing out on promotions and other opportunities. **Foster networking opportunities** by utilising the flexibility of remote working to increase diversity among team members collaborating on new challenges. Read more in [hybrid leadership](#).

“Great minds don't think alike”



# A culture of continuous learning

In a quickly evolving society and business environment, acquiring new skillsets and fostering a culture of learning are important keys to our future success. At Scania, learning is so much more than just attending a classroom event. We learn whenever we want, wherever we are, with a mindset of curiosity, sharing and collaboration.

## This is happening around us



Increasing speed of business



Super-accelerated volume of new knowledge



Decreasing half-life of knowledge

## A learning culture

In a learning culture, people encourage and appreciate attitudes, values and habits that enable learning, not just performance. We value curiosity, experimentation, reflection, seeking new perspectives, sharing and learning from both success and failure. To strengthen our learning culture, Scania offers a wide set of personalised, self-directed and collaborative learning experiences, preparing us to tackle new challenges and optimizing the conditions for our employees to learn at the speed of business.

Always take the opportunity to share knowledge and experiences with your team, sharing both failures and success stories that can help us reach further. *Working out loud* is another day-to-day learning method, that encourages you to share your work earlier than you may feel comfortable with and ask for comments and input. Visit ▶ *WeLearn* to explore Scania's pallet of learning tools and experiences.

## Learning Experience Platform



The ▶ *Learning Experience Platform (LXP)* Degreed is your access point to learning and provides a one-stop-shopping environment to acquire the knowledge and skills needed to excel in your current and future roles. This is an environment where we as learners take on the task to understand what skills and competencies are needed, today and tomorrow. Through this platform, you can indicate the topics and skills you want to learn about, and it will serve you the best articles, books, videos, courses and people to follow (within and outside of Scania) based on your interests and learning habits.



**New:** The Scania Work Playbook now has a digital twin as a skill path in the [Learning Experience Platform Degreed](#)



Set a target for yourself to spend a certain amount of time on a weekly basis to learn something new.



# Onboarding – Getting up to speed

Joining a new company or transferring to another team can be an exciting but sometimes challenging experience. Making sure our new coworkers get the best possible start of their journey is vital and helps creating a great first impression and a welcoming feeling while creating the basis for long term productivity and engagement.

## Pre-boarding

The time between the employment contract is signed by the employee and the first working day, is an opportunity for us to introduce our new colleague to Scania, our values and other relevant information they want to know about their new employer.

Investing time by reaching out, answering questions and giving them a clear view on what the start of the journey will look like will make the transition feel positive and safe. Everyone wants to make a good impression from the start!



Make sure the “welcoming committee” is well-informed and prepared, ie that the team knows that they are receiving a new colleague and has the time to participate in making the person feel included

## The Introduction plan

It can take up to 12 months for a new employee to become as productive as their more experienced colleagues. Creating a great introduction plan helps to speed up the process. It needs to be long-term, well prepared, relevant for the role and person and refreshed regularly. It is often highly appreciated by the new employee to receive the Introduction plan well before their first day.

## Onboarding

Onboarding is equally important for external and internal hires. For external hires the first days are swamped with practical arrangements and it can be overwhelming to go into too much detail in describing the organization, purpose and objectives. Keep it light the first day and go deeper when practicalities are running smoother.

For internal hires the practicalities are much less in focus and they are already “at home” with Scania as an employer. Therefore it’s sometimes easy to forget that changing to another organization can feel like you are starting at a completely new company. It’s just as important to prepare the team to welcome internal transfers and help them build or expand their network and social relationships.

## Buddy program

There are a lot of practicalities and support a newcomer needs help with in the beginning. To facilitate that it is recommended to appoint a buddy. A buddy is someone in the team that takes on the extra responsibility to assist, inform and answer questions during the initial period. In the workplace it is not only the formal routines that are important to be aware of but also the informal ones.

## Onboard remotely

There are many reasons remote onboarding is becoming more common, partly or fully. Digital tools are not a replacement for human interaction, but supplements it to generate a positive employee experience and gives room for more interaction and engagement with the new hire. Here are some tips to level up the onboarding.

- **Get personal.** Make video calls with coworkers and management a part of the onboarding experience. Connecting new hires with teammates from time to time to catch up informally, on their personal lives helps to replicate the “in office” experience.
- **Stay connected, communicate often!** Onboarding can be overwhelming, especially when going through it online. Prioritize frequent one-on-one video check-ins to see how new hires are adapting. These check-ins will not only make them feel supported and cared for but will also allow them to ask questions or provide them with the ability to establish goals and metrics for their performance.
- **Identify, appoint, and communicate a dedicated onboarding liaison/ mentor.** The new hire won't have colleagues around to spontaneously ask questions as they come up. The mentor should be a different person from the new employee's manager, so that (s)he feels comfortable asking any question. Ask the mentor proactively reach out to the new employee prior to the first day and establish themselves as go-to person.
- **Create onboarding cohorts.** The first few days and weeks at a new job are a time when establishing personal connections are especially important to new hires. In the absence of cube neighbors and office happy hours, consider creating cohorts of new employees who can experience onboarding together virtually.
- **Think like a new hire.** Most onboarding programs are long checklist of to-dos. For a more engaging process map out everything your new hire would be expected to know in the first 30, 60 and 100 days and use that to package up a formal onboarding offering. Approaching onboarding as a team effort will help make the employee feel like a valued part of the team. Ask employees who will be new hires' team members to create short video introducing themselves and the team.
- **Streamline the number of activities.** While information sharing is certainly important, be realistic with the number of activities so that the onboarding puts them on the path to long-term satisfaction and engagement.



# Working in a shared environment

With growing mobility and flexibility, our work will take place in new environments within and outside of Scania. When working in public or shared physical spaces, there are some important rules and recommendations to observe to ensure everyone's well-being and for securing the integrity of Scania's information.

## Observe local rules

Observe and follow any local rules and practices in spaces that you visit for shorter or longer periods of time. Be mindful of and consider other peoples' needs for concentration and keep animated discussions to areas where that is appropriate.

## Information security and integrity

Consider the sensitivity of the material you work with, especially in non-Scania facilities. Who can overhear your conversations or glance at your screen?

Take personal responsibility for keeping your work equipment protected and for using only tools that ensure the integrity and privacy of your information.



## ISEC Code of Conduct

Information Security is essential for ensuring the success of the Scania group and maintaining its competitiveness. Scania's operations are dependent on information being available and handled in a correct and secure manner. Breach of information security may result in serious damage to Scania. Errors in or unauthorized changes to information can seriously harm our service for our customers. Disclosure of future products and solutions and interruptions to information processes can jeopardize our objective to be the leading company in our business. Everyone working with or using Scania's information or IT systems is responsible for knowing and following the valid Scania Information Security regulations in order to protect our information.

Information security within Scania is based on your active involvement – everyone's contribution counts! If you have identified areas of improvement – contact your manager or ISec contact.

► [Read more here](#)



# Our digital collaboration toolbox

Scania provides an extensive toolbox that can make you and your team productive in your collaboration and that are always available wherever you are, from your desktop, mobile devices as well as from the browser of any computer.

The world of collaboration software and services is evolving constantly and if you see the need to extend your toolbox with something that would significantly increase your productivity, please contact the User Productivity team in IT to see if it can be added to Scania's toolbox and under what circumstances it can be used. Here is a selection of apps that can power up your collaboration. Read more on the [► Office 365 learning portal](#) and [► remotework.scania.com](#).



## Teams\*

The hub for your daily collaboration. Keep your teams, communities and work streams up to date in channels and chats, share and co-create documents and connect to other apps. Teams is also our preferred tool for voice and video calls, video conferencing and streaming of live events and townhall meetings with large audiences, internally and externally.



## Planner\*

Make the tasks and workload in your teams and work flows highly visible to enable increased collaboration and clear priorities, highlighting progress and roadblocks and splitting and balancing the shared workload. Planner is frequently used for daily stand-ups, sprint planning and pulse meetings, digital or physical.



## OneDrive\*

Save all your documents in your OneDrive cloud storage and access them anywhere from any device to keep working wherever you are. Share and invite others to contribute. When collaborating more closely and regularly, sharing and co-authoring documents in Teams is a better option.



## Whiteboard\*

Ideate, sketch and brainstorm together by inviting your colleagues to a shared whiteboard. The whiteboard can be co-created simultaneously during workshops or as an always-on canvas to build on ideas over time. Microsoft Whiteboard can be downloaded in Microsoft Store and is also integrated in Teams.



## Mural\*\*

Run productive and engaging online remote meetings and workshops with your team. Mural offers numerous predefined templates and canvases for building and developing ideas with distributed teams as if you were in the same room. Mural is ordered via ScaniaNow after completing a short e-learning connected to privacy and security.



## Zoom\*\*

Zoom can be used as a complement to Teams for video conferencing, particularly for educational purposes but only if the information communicated is classified as public or internal. Zoom offers break-out rooms, but that is a feature that has recently been made available in Teams as well.

\* These apps are all part of the Office 365 suite that is rolled out to a majority of Scania's employees, but may not have reached all destinations globally yet.

\*\* These are third-party apps that are not approved to handle information of a sensitive nature and can only be used for information classified as public or internal

## Communication and transparency

Successfully working towards our common purpose, across our large organisation means that we need to communicate even more outside our natural working groups and make it easy to interact and build networks. Our collaboration toolbox and communication platforms can help us develop our large company community as well as build smaller communities with shared interests that align with Scania's overall purpose.

## Reflex – our global intranet

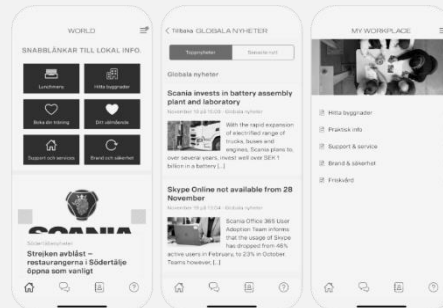
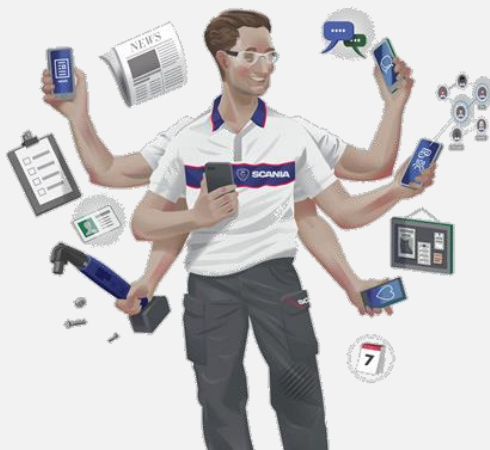
Reflex is Scania's global intranet that offers services for team collaboration and document storage, search, profiles, and video streaming. There are different Reflex sites for different parts of the business, from corporate and commercial to industrial, specialist and local. Together they build a modern online workspace where you can easily share knowledge and build partnerships between teams, business units and regions.

## The Scania World employee app



Scania World is the new, personalised mobile app that will give you relevant news and information based on your location, role and team. This enables you to keep up-to-date with what is happening in the company at large and in your own workplace as well as finding and connecting with colleagues all over the world based on location, role or department.

You will be able to receive personalized, relevant and time-sensitive information on your smartphone wherever you are in the world.







# Digitally transforming the Workplace

Digitalisation is fundamentally changing the world we live in and has a large impact on our industry and the ecosystem of sustainable transports. Digital Transformation at Scania is about leveraging digital technologies and shifting user behaviours and expectations to improve, enable or transform processes, functions or business models – to support our corporate targets.

## The Digital Workplace

Our expectations on the workplace experience are evolving very quickly, accelerated by what we experience in our personal lives where connecting to people, getting things done and finding information is becoming faster and easier and possible to do at any time, from any location. We expect our workplace to give us the same sense of possibility and efficiency. Two areas of digitalization that are significantly reshaping our workplace for the better are Data & Analytics and Business Automation, making our processes and ways of working increasingly data-driven, intelligent and automated. Learn more on the [► Digital at Scania learning portal](#).

## Data and Analytics – from gut feeling decisions to insights powered by data



Scania's ability to manage data is key in driving the shift towards a sustainable transport system and data is one of our most valuable assets. Analytics is the set of tools, methods and skills required to create knowledge and insights from data to enable or even automate decision-making. Analytics spans from dashboards and self-service Business Intelligence (BI), empowering you with the right information at your fingertips, to Advanced Analytics with machine learning algorithms creating deeper insight, for example to predict events and propose the right course of action.



Are you harvesting the value of the data you create or have access to? Are you working actively to make your data available for creating new insights and business value? Bring your analytics ideas to your Digital Officer or download Power BI today to start experimenting with taking your Excel sheets to a new level and share new insights with your team.

## Business Automation – taking the machine out of the human



Robotic Process Automation (RPA), chatbots and other business automation tools and solutions make it possible to automate increasingly complex processes and tasks. Empowering our employees with a digital workforce frees up time for us humans to focus on tasks suited to our brains, essentially taking the machine out of the human. Scania is currently training citizen automation developers to spread and democratize the ability to free up time through automation globally.



Many of the tasks you perform in your daily work can be automated, giving you and your team more time to focus on more impactful and engaging activities. What repetitive and rule-based (read: boring) process do you have that could be automated tomorrow? Contact the Digital Officer in your function and bring your ideas forward! Or contact the Business Automation Center of Excellence.

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# **THE SCANIA WORK PLAYBOOK**

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VERSION 1.1

