



Akademikerföreningen på Scania
www.saco.se/scania



Roadmap 2022



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Make a difference

Our Roadmap provides insight and opportunity for you as a member to influence AF's direction and focus. It is based on proposals submitted to AF's elected representatives during the year. Many members have also taken the opportunity to answer a survey on what AF should focus on in 2022.

Achieving success in this year's focus areas requires active members, collaboration and a large number of members.

Active members provides knowledge of how changes in the business affect, or is believed to affect, our members at Scania. Through good knowledge, AF's contribution is of great importance for decision-making within the company.

AF **collaborates** with Scania, TRATON and Volkswagen representatives in decision forums, boards and meetings. Through early involvement, we can make an impact based on members' interests. The following principles are valid since 2016:

- The unions must be involved early in the decision-making process, so that their views can be integrated into the process.
- The collaboration is based on mutual trust and shared responsibility, is pragmatic and focus on problem solving.
- Working together is a success factor for Scania. The starting point is that company management and unions are equal parties with shared responsibility for joint decisions.
- Communication about decisions should, where possible, be made jointly.

A **large number of members** provides legitimacy in dialogue with the company and an increased mandate in various decisions.

We value your views and suggestions for improvement. Please contact any of our elected representatives for a dialogue.
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Work environment

A good work environment, regardless of workplace, as well as balance between requirements and resources promotes well-being, health, motivation and thus performance.

Balance in life

Employees should be involved in a dialogue about the balance between expectations and resources, with the possibility to influence their situation. Employees should know what is prioritised. Recovery during working hours, in the form of breaks, must be made possible and encouraged.

The active work with preventive psychosocial health should be clarified and prioritised. Knowledge of early signs of ill health needs to increase.

Flexible working life

Remote work should be part of the normal situation. The physical as well as the organisational and social work environment must be ensured regardless of where the work is performed.

It must be clear what applies to employees without overtime compensation, regarding free placement of working hours.

Hybrid meetings and digital work environment

Knowledge and support in issues such as ergonomics, digital work and remote collaboration need to increase.

In the new mix of office presence and remote work, the offices must be adapted to be appropriate, ensure the individual's efficiency and well-being, and promote creativity and collaboration. The meeting culture at hybrid meetings needs to be developed to ensure inclusion.

There should be enough space for creative work and teamwork, conference rooms with the right and well-functioning technical equipment, quiet rooms and places for recovery and reflection. The employee influence when designing offices needs to increase. Safety inspection tours for digital work environment should be introduced and applied.

Introduction for new employees and in-house recruits needs to be strengthened.

Benefits

Benefits shall create extra value on top of the employment conditions. With a wide range and increased flexibility, more employees can gain from benefits in different life situations.

Increased health allowance

The well-being of employees should be encouraged. To reduce the risk of training being rejected due to economic reasons the health allowance should be raised to the Swedish Tax Agency level for tax-free personnel benefits.

Part-time pension

It should be possible to use the same solution called 62+ from the age of 60.

Occupational pension after 65

Scania should pay occupational pension to employees working past the age of 65.

Parental pay

It should be possible to divide parental leave into several periods of time without losing parental pay. The time limit for when parental pay can be paid out should be extended beyond today's 18 months.

Extra vacation days

It should be possible to change the extra vacation pay to extra vacation days.

Climate-smart personnel car

There should be a favorable personnel car offering where the climate-smart alternatives are economically advantageous.

Climate impact

Visualizing and setting goals for Scania's climate impact makes it easier for employees to make climate-smart choices.

Climate-smart offices

The office's climate impact must be visualized so that the employee can make climate-smart choices. Premises must be energy efficient in terms of lighting, ventilation and equipment. There must be sustainability requirements for service providers and electronic equipment.

The use of disposable items should be minimized at beverage vending machines and kiosks.

Sustainable transport

The climate impact to, from, and at work must be visualized so that the employee can make climate-smart choices. It should be easier for employees to choose other alternatives than their own car, e.g. through connections to and from public transport and discounted tickets. Scania Go should be an attractive option for more people. More people should have access to electric bikes and more and safer commuter bike parking with charging possibilities.

Support/tools for employees need to be developed so that it becomes easier to choose climate-smart transport solutions in all situations.

Reduced carbon footprint from business travel

The business should have a carbon budget for business travel to relate to, broken down as far as possible. When making business trips, it should be easy to choose the mode of travel that gives the least possible climate footprint.

Competence

To clearly communicate Scania's future skills needs and provide good conditions for competence development, maintains the employees' attractiveness in the labour market.

Right conditions for competence development

Employees should be given the right conditions, as well as the opportunity to set aside time, for competence development within regular working hours. A target must be set for competence development time. It must be possible to follow time spent on competence development both per employee and at the overall company level. Employee competence development and development plans must be documented continuously and become less dependent on organizational changes and changes of management.

Planning linked to Scania's competence needs

The future competence needs in the business and the connection to the company's strategic goals must be communicated. Employees should be encouraged to develop their skills in line with Scania's current and future needs. Current and relevant range of skills development must be offered throughout the career. Knowledge exchange between colleagues must be facilitated, encouraged and valued.

Clarity in classification and career development

Career paths for all business areas must be described. Employees must know how their role is classified in relation to other services. Plans and requirements for the next step in the career path must be clear and followed up during development discussions. Steps between career paths should be encouraged. When recruiting, career steps, career paths and the classification of the position must be clearly stated in the advertisement.

Career and competence advice

Advice and support in careers, competence development and competence shift shall be offered linked to Scania's needs. This is to take advantage of employees' skills and willingness to stay and develop within Scania.

Leadership

Good work environment is important to all employees, no matter the organisational level. Expectations on leaders must be sustainable and give room for good leadership.

Sustainable leadership

Constant availability cannot be expected in any position. Guidelines for availability are important for expectations to be clear.

The working time needs to be followed and limited, regardless if overtime is compensated or not. The administrative tasks should be limited to give room for good leadership and a healthy workload.

Leadership development

To conduct a good leadership, time and budget for team development is crucial. The size of the team needs to be manageable, to enable frequent talks with team members.

A clear career path, that encourage good leadership, is needed to keep and develop leaders. It should be possible to enter a leadership career path no matter the age.

Support to leaders

Mentorship and networks must be available for all leaders. It is important to continuously have access to a platform for trustful dialogue about complex leadership challenges.

New leaders need an onboarding that supports them to succeed. For the daily tasks, but also for strategic direction and to achieve a well-functioning team.

Salary

Salary systems and salary setting must be designed to become a driving force for the development of employees' skills and tasks. Taking career steps and taking on more responsibilities and complex tasks shall pay off throughout the professional life of graduates at Scania.

Always salary increase at a change

Taking career steps and taking on more complex tasks is not valued highly enough. As a result, the salary structure has become increasingly compressed. The salary revision surcharges together with other salary supplements are not sufficient to both maintain the salary structure and raise the salary level.

In order to break the negative trend, promotion and broadening surcharges must increase. This requires that particularly good performance, increased responsibility, a new position, broadening and steps upwards in a career path are valued by Scania and always generate a salary increase when the change takes place.

Increased differentiation in the salary revision

A performance above expectations or according to expectations has resulted in similar salary increases in the salary revisions. Salary differentiation must now increase so that it becomes a driving force for value-creating performance

Better possibility for a salary career

The difference between the highest and lowest salaries has fallen since 2016. The lowest salaries increase but the highest do not keep up. Salaries must now increase for the highest career steps to motivate to take on greater responsibilities and more complex tasks.

Diversity, gender equality and inclusion

All employees at Scania should feel that they can be themselves in their work, with an equal opportunity to develop based on their unique abilities.

Inclusive recruitment

Vacancies must be advertised in accordance with Scania's Policy, where the only exception is acting managerial positions. To advertise positions forms the basis for inclusion and is an enabler for skill capture, while at the same time giving employees a greater opportunity to influence their own careers. Active work is required to reduce the risk of homosociality - that equals choose equals. For example, by ensuring that there is a male and a female final candidate in manager recruitment.

Active measures against discrimination and victimisation

All units at Scania must in accordance with the Discrimination Act, work with active measures to prevent discrimination and promote equal rights and opportunities. All forms of discrimination must be counteracted and awareness of victimisation and harassment must be increased.

Area of responsibility: Ability variations

All employees, regardless of ability variations, have the right to feel included. A coordinating function within the company is needed to provide support to managers and employees in these matters. Knowledge of which behaviors and working methods are at risk of being exclusive must increase. Communication must take place in a way that gives everyone the opportunity to participate. The work environment must be adapted so that everyone has the conditions to perform and thrive.

Visualise company diversity work

Scania is obliged to promote diversity and gender equality through active measures. AF believes that the results of the work should be followed up and reported regularly in reports available to all employees.

Future readiness

There must be conditions for employees to work and develop in line with Scania's transformation. It requires that employees are involved in new ways of working and techniques and gain a good understanding of the customer's demand and needs.

Understand the customer

All employees need to understand the customer's needs and receive feedback on work results from both internal and external customers. There must be time and networks for a continuous dialogue as our customers and their needs change over time.

New ways of working

To succeed in the transition to new ways of working, employees need to be given the right tools and conditions to be innovative, try new ways of working and challenge areas where we can improve.

Managers need to be supported and equipped with the right tools to lead change.

Inclusive reorganisations

Scania shall have uniform and known processes for reorganization with the aim of developing current employees. In the event of organisational changes, unions and employees must be involved at an early stage. The processes must be scalable to be able to handle changes of different sizes.

Corporate culture

Scania should be a company to be proud of. In terms of product, as a societal actor, for its view of and its actions towards employees, as well as for the added value it offers employees.

Part of a winning team

Employees should feel that they are an appreciated part of a winning team. Achievements that result in valuable results for Scania must be made visible and celebrated. Sharing success with colleagues and family creates pride and participation.

Sense of belonging

To get a sense of belonging, there must be good opportunities to build collegial relationships. There must be financial and time space for group strengthening activities.

Company and product knowledge

There must be space for cross-functional product events. Successes and news about our products, services and business areas must be easily accessible to all employees. There must be easily accessible information about roles and work areas in the organization.

Common values

In order for both new and old employees to be able to act according to our values, all units must work actively with the Scania Way.

Mutual loyalty

Scania needs to see the whole individual and their life situation. Employees who are loyal and stand up for the company should be able to expect loyalty in return. There must be support to maintain a good performance at different phases and events in life, both in and out of work.

Added value in addition to employment conditions

Scania must offer added value in addition to the terms of employment to be “more than just a job”. Social activities and benefits, where employees’ families can also be included, add value, as well as being a good social actor that employees can be proud of.

