



GLC - conference

HR MINDS 2026

How to design an HR strategy with added value for the organization

Agenda

- 01 Jan Zavora - speaker
- 02 Corpay overview
- 03 How to design an HR strategy with added value for the organization
- 04 Q&A



01

SECTION

Jan Zavora - speaker

ABOUT ME

Jan Zavora, VP of HR (from IT to HR leadership)



25+

Years of experience

10+ years in IT Operations and IT Shared Services, then 15+ years in HR Operations and HR BP/senior roles.



HR

Leadership roles

Now -**VP of HR at Corpay**
Previous roles - HR Director BP and Global Operations at EuroWag, SITA and LEGO; previously EATON, Honeywell and Tesco.



MSc

Human Resources

Master's degree in HR and adult education; DISC style Di, Passionate HR professional, team player, positive and energetic.



OFF THE CLOCK

When I'm out of work, I love to...

My wife, friends sport, travel and live music are what keep my batteries charged.
And give a little bit back.....

**Love and drink**

Family, friends, a decent glass, and “just one more story” at midnight.

**Move it**

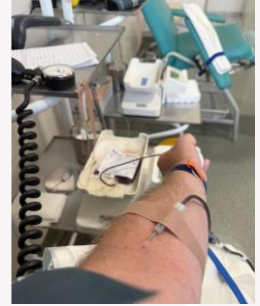
Gym, running, anything with a ball. Also, an elite-level sofa coach.

**Wander**

Chasing sunsets and mountain lakes. My phone storage never recovers.

**Turn it up**

Concerts up front, or at home at a volume my neighbors can confirm.

**Give back**

Blood donation ambassador — every drop counts.

02

SECTION

Corpay overview

CORPAY AT A GLANCE

Corpay[^]

The **smarter** corporate payments company



CORPORATE PAYMENTS

*Help businesses pay
other businesses*



VEHICLE PAYMENTS

*Manage & pay for
vehicle-related expenses*



LODGING PAYMENTS

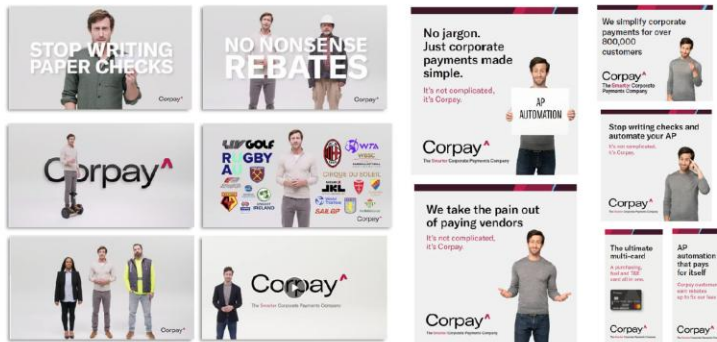
*Book, manage & pay for
workforce travel*

Corpay[^]

CORPAY ENTERPRISE BRAND

WE'VE LAUNCHED A NEW ENTERPRISE BRAND, CORPAY, WHICH BETTER REFLECTS THE COMPANY'S CURRENT PORTFOLIO OF CORPORATE PAYMENTS SOLUTIONS

Corpay[^]



Google

LinkedIn

Bloomberg

YouTubeTV

hulu

Corpay[^]

The Corporate Payments Company

CORPAY AT A GLANCE

A global S&P 500 corporate payments company

Corpay (NYSE: CPAY) helps businesses and consumers pay expenses in a simple, controlled manner.

\$4.0B

Revenue in 2024, with \$1.4B adjusted net income

2024

full
year

800K+

Business clients worldwide; #1 B2B commercial
Mastercard issuer in North America

NYSE

ticker
CPAY

3

Segments: Corporate, Vehicle and Lodging Payments

S&P₅₀₀

index
member

03

SECTION

How to design an HR strategy
with added value for the
organization

START WITH THE BUSINESS

HR strategy starts with the business strategy

Translate business ambitions into the people, organization and capabilities required to deliver them.

- Start from business priorities, challenges and direction — not from the HR agenda
- Identify the critical capabilities, skills and leadership behaviors the strategy needs
- See where workforce, talent, organization and culture enable or constrain performance
- Align HR investment to the areas of greatest strategic and financial impact
- Keep a clear line of sight: business priority → people requirement → HR intervention → business outcome

Key question: What does the organization need from its people and leadership to win?

Outcome: HR becomes a strategic enabler of business performance, not a separate functional agenda.

BUILD FROM OUR MATURITY

Build from where the organization is today

Develop at a pace the organization can absorb: where are we today, where must we be, what are the gaps, what comes first?

- Leadership and governance — clarity, accountability and decision-making
- Organization and ways of working — complexity, collaboration and agility
- Culture and behaviors — alignment between desired and actual behaviors
- Talent and skills — critical capabilities and internal mobility
- Data, technology and AI — ability to leverage digital capability
- Change capability — readiness to adapt and sustain transformation

Key question: What is the next level of maturity we need to execute our strategy?

Outcome: A pragmatic, sequenced HR strategy that builds sustainable organizational capability — not imported best practice.

FOCUS ON VALUE AND IMPACT

Focus on the few priorities that matter most

Move from a broad HR agenda to a small number of enterprise people priorities with measurable business impact.

- Workforce and skills — the right capabilities and capacity for today and tomorrow
- Leadership and performance — leaders who create accountability, engagement and adaptability
- Organization, culture and ways of working — simpler structures and the behaviors to execute
- Employee experience and talent — attract, develop, retain and mobilize critical talent
- Digital, data and AI — better decisions, productivity and HR effectiveness
- Across all five — prioritize on value, stop low-value activity, measure business outcomes

Key question: Where can HR make the biggest difference to business performance?

Outcome: A focused HR portfolio with clear priorities, investment choices and measurable impact.

MAKE CHANGE A CAPABILITY

Build an organization that can continuously adapt

Make change and adaptability part of how the organization operates, not something switched on for programs.

- Leaders own the change and role-model the behaviors it requires
- Managers translate strategy into clear actions and expectations
- Change, communication, capability building and adoption sit inside every initiative
- Resilience comes from learning, experimentation and continuous improvement
- Test, learn, adapt and scale to speed up delivery and reduce risk
- Measure whether behaviors changed and outcomes landed, not only whether it shipped

Key question: How do we get better at changing, not just at managing individual changes?

Outcome: Change becomes an organizational capability and a source of competitive advantage.

TRANSFORM HR ITSELF

Transform HR to transform the organization

Build an HR function that is simpler, more agile, more strategic and increasingly AI-enabled.

- Simplify and digitize — standardize, expand self-service, automate transactional work
- AI and data — embed AI in HR processes; move from reporting to insight and prediction
- HR capability — HRBPs as business and organization advisors, not process owners
- Skills to build — business acumen, organization consulting, data, AI and change leadership
- Operating model — clarify HRBP, CoE and HR Operations roles and shift capacity to advisory work
- Measure differently — efficiency plus organizational capability, talent and business impact

Key question: What must HR become to help the organization become what the business needs?

Outcome: A high-performing HR function that shapes capability, productivity and business performance.

04

SECTION

Q&A Thank you

<mailto:jan.zavora@corpay.com>