



One move, four migrations

How Swedbank is
consolidating its Pega
platform

Christian Edström & John Karlsson
Pega Innovate Stockholm
10 September 2026



PEOPLE



PROCESSES



PLATFORM



GOVERNANCE



Swedbank

today

Serving our customers through an extensive distribution network



Connecting with our customers



Internet bank



Mobile bank

209

Branches



Contact Centres & remote meetings

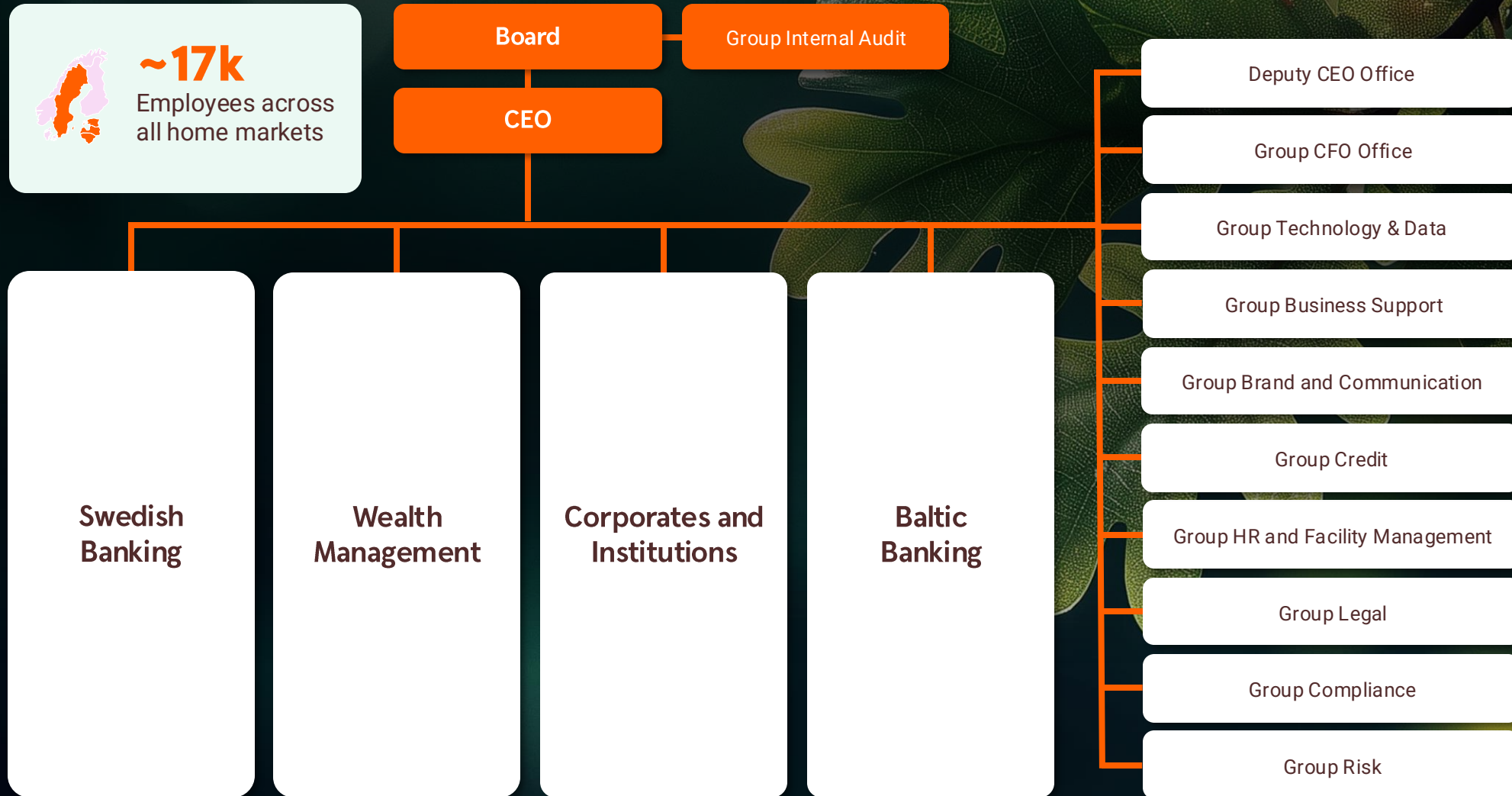
7.3M

Private customers

548K

Corporate customers

Swedbank Group



~17k

Employees across
all home markets



**Working at
Swedbank**

Swedbank is the most gender-equal company in Sweden 2026

When you grow
we all grow

#1

in Sweden

#30

in the world

Swedbank as an employer

A great place to
grow and develop

Opportunity to create
sustainable impact

A caring and inclusive
environment



Communities and networks within Swedbank



Swedbank Rainbow Network

Network and employee resource group for LGBTQ+ and allies



Swedbank Women+ in Tech

Empowering Women+ and building allyship in tech



Young Professionals

Network for Swedbank colleagues that are 35 or younger



Swedbank Women in Security

Creating visibility and representation within every part of security



Swedbank continues to be the bank that empowers the many people and businesses to create a better future

Where we want to go Strategic direction



How we reach our goals and targets Group strategy and strategic detailing



How we measure success Strategic targets



A close-up photograph of several green oak leaves with prominent veins, set against a dark, blurred background. The leaves are positioned on the left side of the frame, partially overlapping the text area.

Pega at Swedbank

4 **20** **15**
installations applications years
partnership

Used within Insurance, KYC,
Lending, CRM
and other domains

All areas have regulatory
oversight

One decision triggered four migrations

The value comes from redesigning the whole operating model, not simply relocating technology.

1

HOSTING

Where the platform runs

2

OWNERSHIP

Who operates, governs
and decides

3

CONTRACT

Consolidation and
commitment

4

COMMUNITY

How Swedbank teams
work and learn together

ONE OUTCOME: a current, governed platform focused on business value

Migration 1: Hosting

From full internal infrastructure control to Pega as a Service in Sweden.

ORIGINAL DIRECTION

**Swedbank-managed
Pega platform on Azure**

**STRATEGIC
RESET**

CHOSEN DIRECTION

Pega as a Service

WHY PEGA aaS

Current capabilities

Cloud-priority features,
including GenAI

Less infrastructure work

More focus on applications
and outcomes

Predictable economics

Neutral five-year case; lower
run cost later

Migration 2: Ownership

Control does not disappear. It moves upward, from infrastructure execution to governance and outcomes.

SWEDBANK OWNS

- Applications and business logic
- Client data and data usage
- Application IAM and configuration
- Platform governance and strategy
- Supplier relationship and escalations

PEGA OPERATES

- Cloud infrastructure and security
- Platform operations and reliability
- Maintenance and upgrades
- Backups and disaster recovery
- Underlying cloud orchestration

The platform team becomes the control plane: community, standards, financial follow-up, technical supervision and single-point escalation.

Migration 3: Contract

The smallest chapter on stage, but one of the largest workstreams behind the decision.

FROM COMMERCIAL FRAGMENTATION TO ONE PARTNERSHIP

BEFORE

5 SEPARATE AGREEMENTS

- 5 different contract periods
- 5 pricing models
- Fragmented commercial governance

CONSOLIDATE

NOW

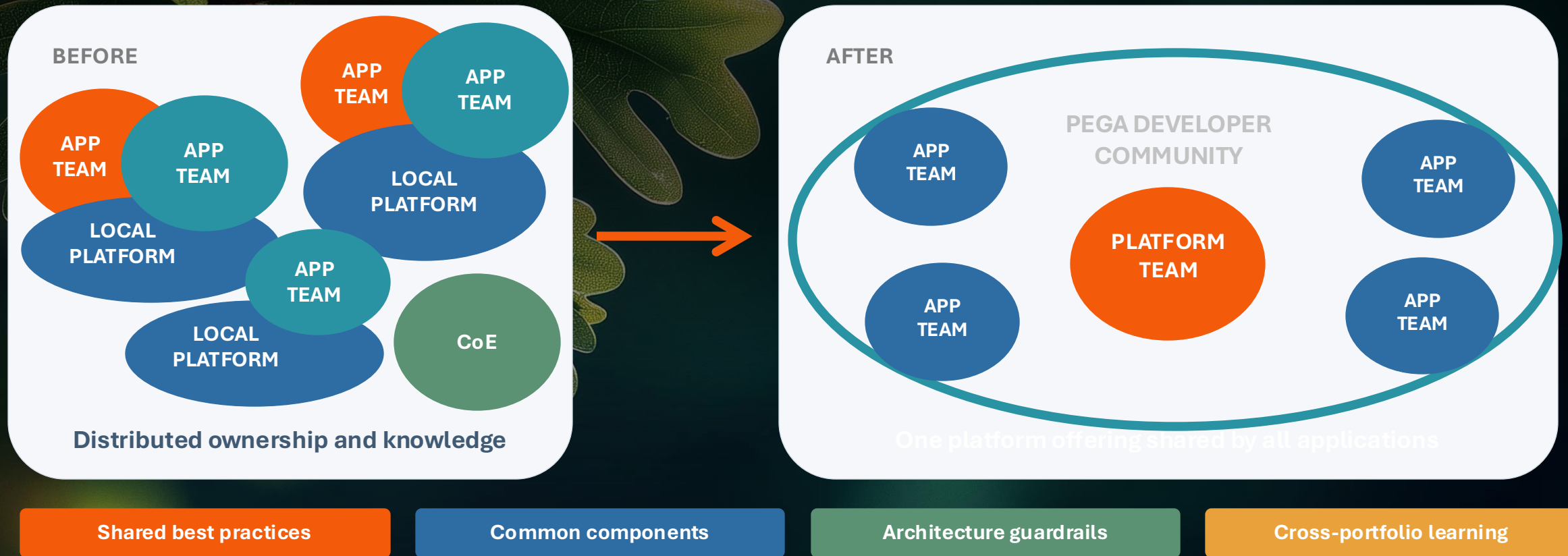
1 PEGA aaS AGREEMENT

- One commercial model
- Predictable price development
- One platform partnership

Migration 4: Community

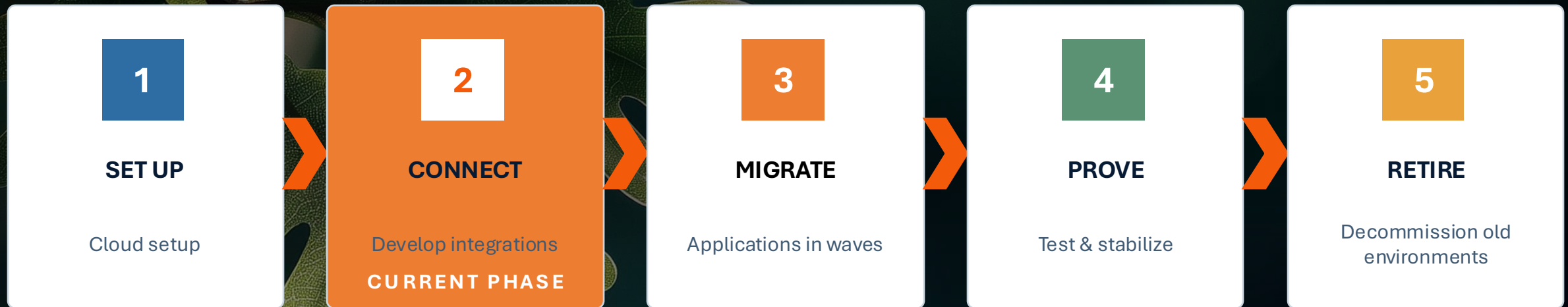
A consolidated platform only creates leverage if developers collaborate across portfolio boundaries.

FROM SEPARATE SETUPS TO ONE PLATFORM ECOSYSTEM



How we move a living platform

Controlled waves, stable operations and explicit decision gates.



Cognizant was chosen as migration partner

Current environments remain stable while migration proceeds

LESSONS

What we learned before the first application moved

The hardest work starts before the technical migration.

01



It's not only a change in hosting

02



Be precise about retained accountability

03



Do not underestimate the necessary changes in other systems

04



Consider the technical migration an opportunity to change ways-of-working

ONE MOVE. FOUR MIGRATIONS. ONE PLATFORM.

HOSTING

OWNERSHIP

CONTRACT

COMMUNITY

The destination is not “cloud.”
The destination is a simpler platform that lets Swedbank focus on business value.

Christian Edström Boveng • John Karlsson<

Thank you and feel free to reach out if you have any questions!