



# The Trackunit Way

The Way We Do Things Around Here



# The Trackunit Way - Always in progress

The Trackunit Way is always in the making. It is a living, evolving mechanism that we want to work with in an intentional and deliberate way – what we do shapes who we are – and who we aspire to become.

We consider The Trackunit Way and our leadership model as a competitive advantage. Leadership hasn't changed that much the last 100 years and many of the original dogmas are still in play and being used, despite the world we live in has changed dramatically within the same period of time. The way we work matters, and it has never been more important to focus on that to keep us relevant and competitive – that's why we put our money on people, purpose, collaboration, belonging and leadership.

This is not an attempt to grasp the unique culture of Trackunit in all details. Neither is it meant as a step-by-step guidebook that is set in stone. It's made to spark inspiration and new ideas for those of us who've witnessed our evolutions, for new hires who will shape our future, and people considering to join us on our journey.

Welcome to our human operating system.







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01

Past, Present and Future

# The Trackunit Story



**Nobody is better than**

**everybody.**

We trust each other and do the best of our work when we co-create and collaborate.



# Be part of something bigger

At Trackunit, we're committed to construction - one of the largest industries in the world.

It's an industry of strong, hard-working people, building the infrastructure of our lives. An industry that used to be known for the cities it built and the landscapes it formed. For complex infrastructures and the rise of skyscrapers in unthinkable shapes and sizes.

Construction enables each one of us to live better lives through safer roads and rails, modern hospitals and schools, offices and homes.

But for too long, the industry has been known for blown-up budgets and schedules delayed by months.

At Trackunit, we believe we can still do the impossible and rebuild the reputation of the industry.

New technology has emerged, and today we know more than ever before. We build the services that enable construction to work smarter together and grow faster together.

An industry that has long been the laggard of digital transformation is now at a tipping point. Change is happening.

What impact are you going to make?



# Decoding our purpose

**Downtime** is the core of all problems in the construction industry. We address it through five key areas, looking at downtime through the lens of machines, humans, companies, our industry as a whole and society at large. Eliminating Downtime is the contribution made to create an impact beyond the industry because it exists in the world, for the world.

**Being useful** is the core DNA of our company. We always strive to walk on two legs, driving a highly commercial and impact-focused agenda at the same time.

Together, we Eliminate Downtime to build the most useful industry for the world

**Our approach** is human, collaborative and based on openness and co-creation. We are driven by a design thinking approach, being empathetic, iterative and always striving for an ecosystem-wide impact.

**We are builders** and doers by heart and committed to turn every relevant idea into a catalyst for change.

**Construction** is a very big player in the world, and we have at least the same aspirations so that the industry can consciously create an impact for the world. By doing so, we deliberately balance an inwards focus with an outwards outlook because long-term relevance for any ambitious company will also be measured in the contribution outside of the industry.





# How Do We Do It?

The construction industry is our home. A tough industry with cool machines and cool people. **We love machines and love to collaborate with people who love machines.**

We unite the construction industry to Eliminate Downtime through a unique human operating system and a superior data-driven platform - always with a highly commercial, sustainable, and global ambition.

We are a trusted ecosystem orchestrator making the largest data lake in the industry useful to Eliminate Downtime. This is our contribution to anyone who wants to deliver impact

today and tomorrow through insights, products, services, and business models – all developed by people and for people.

We operate as a global team, compassionately challenging the dogmas in how to be an inspiring and relevant industry always co-creating for a real impact.



It's not cool to have a purpose.

**It's cool to live it  
in everything you do**



# Orchestrating a Community

## It takes a village to raise a child they say.

A big, wicked challenge like eliminating downtime is also something that calls for an entire community to come together. Research shows that people flourish and work at their best in organizations that establish meaning, autonomy, freedom and mastery.

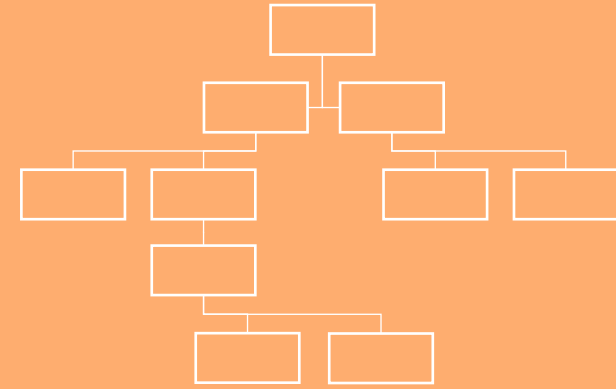
That's why we do everything we can to keep our hearts, minds, and brains open – just like we strive to keep our organizational boundaries open.

To be something for the world, we're on a journey towards an unlimited organization and to orchestrate a sense of community across functions and levels of the industry. We work outside in – always co-creating with customers, partners, competitors, associations, freelancers, and thought leaders.

**Our bias for building trust and connection is what sets us apart from the rest.**

## A Traditional organization

- Rules
- Process
- Policies



## An Unlimited Organization

- Meaning
- Autonomy
- Freedom
- Mastery







100% of all  
stakeholders related to  
any company in the  
world are people.

**If we don't  
understand  
people, we don't  
understand business.**





# Building for Diversity, Equity & Inclusion

“Together, we eliminate downtime to build the most useful industry for the world”. This is our shared purpose and the engine that drives our work every day. It’s a bold mission. And a “mission impossible” if we didn’t do it *together*.

At Trackunit, we strive to foster a strong sense of belonging. To feel that you belong does not mean you fit in because you are just like everyone else. It means you fit in because **your uniqueness is part of what makes our team more effective.**

Together, we are better. With +40 nationalities represented, we insist on creating an environment, where everyone regardless of race, religion, age, disability, gender, or sexuality has **a legitimate, respected voice and equal opportunities.**

We take pride in involving people at all levels when we make big or small decisions. With us, you are not only accepted for who you are, you are expected to be who you are.

While Diversity, Equality, and Inclusion matter to us, we cannot say that we are where we want to be, yet. It means that we have an aspiration to change.

To build for progress, we’ve identified **4 areas of development within our DEI Strategy** that will move us forward.

**Be yourself. Let’s do it together.**





**Together, we are better.**

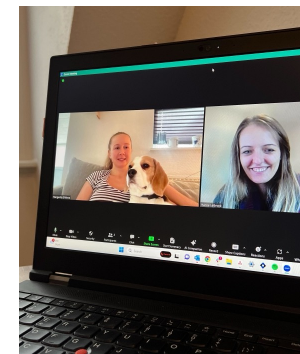
**Communicate our DEI ambition, metrics and numbers and portray role models both internally and externally**

**Equipping leaders to master self-awareness and build inclusive teams**

**Ensure employees with families have the flexibility to keep following their dreams**



**Ensuring teams have equal access to information eg. KPIs, financial dashboard and customer engagements**



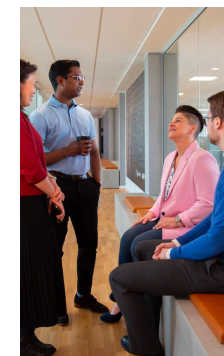
**Co-create the right initiatives to strengthen Diversity, Equality and Inclusion with Trackunit DEI employee resource group**



**Remove bias in written communication via our Develop Diverse platform**



**Grow the representation of women in all management positions**



**A flexible workplace focusing on doing both real time and asynchronous work – and always with a hybrid first approach**



**Coming together in hubs celebrating moments, stories and events**





02

Past, Present, Future

# **Who We Are and Strive to Become**



We always strive to walk on two legs as a company.

# One driving the numbers – and one driving the impact on the eco-system







# Our Journey

Trackunit started as a technology company pushing innovation and pioneering technological progress before IoT was a thing.

Since then, our journey has been a story of growth, learning, and doing the impossible. Trackunit is focused on the construction industry where we are delivering both hardware and software to the global market with an ambition to eliminate downtime and turn construction into the most useful industry for the world. The pioneering spirit is still intact – we drive for progress and impact, and the people are the true secret sauce to the journey.

**How do we unlock creativity, set people free, and build the next new thing?**

That's what we're asking ourselves every single day in our pursuit to foster a workplace where we can all bring out our full potential and play by our strengths.

The journey ahead with scaling and building a platform for construction equipment calls for extreme perseverance, dedication, and an ability to install trust.

Giving people autonomy and freedom to do the most amazing work of their life drives human imagination and enables us to deliver on our promise.

Our way of working and the leadership model is what sets us apart.



# Growing Our Footprint

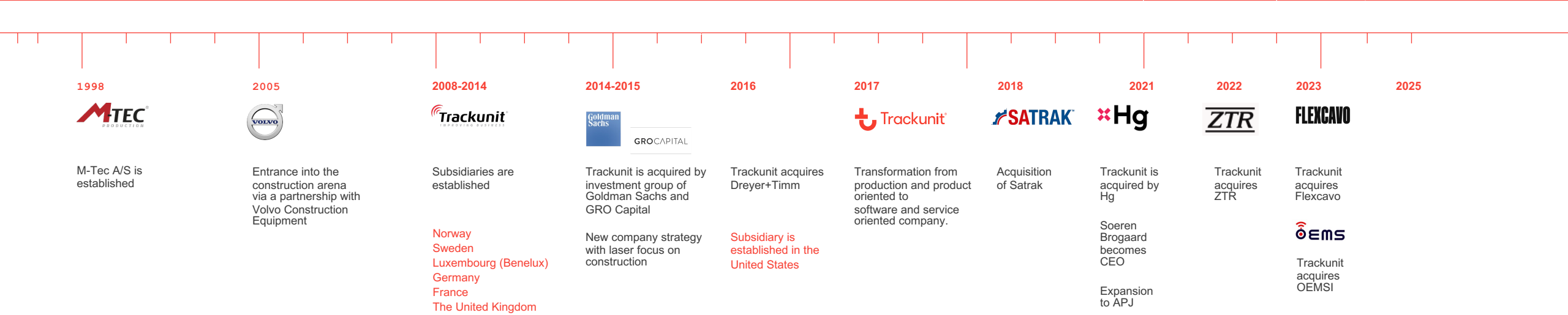
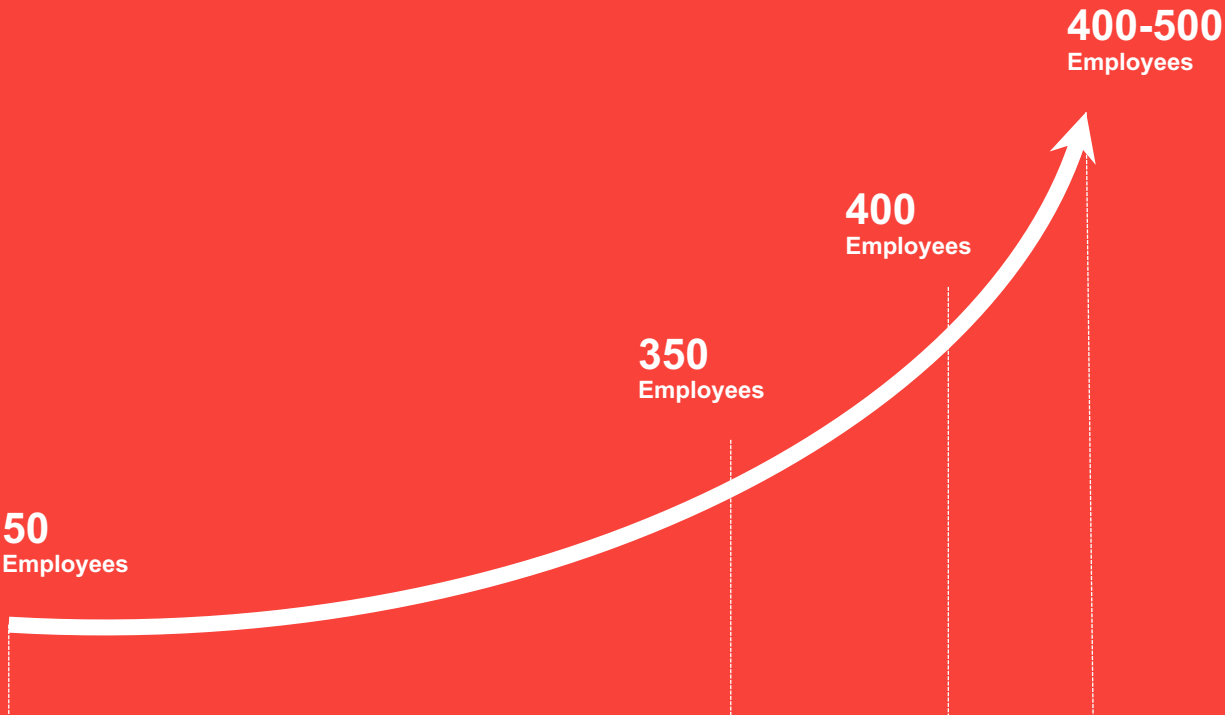
Trackunit is the global market leader in brand-agnostic IoT solutions for construction equipment

**Half a decade ago**, Trackunit was a local business providing hardware to track construction equipment.

**Today**, we have grown into a SaaS-company and a thought leader servicing the needs of the entire ecosystem of stakeholders within construction.

**Doubling down** on equipment connectivity in existing markets and growing our network, Trackunit is ready to take the industry into a digital future.

**Looking further into the future** of the industry, Trackunit is well-positioned to facilitate and capitalize on the immense digitalization the construction industry is leaning into.



The timeline and employee numbers are as reported by Q1- 2024





# A global SaaS business

**400+**

Employees all over the world

**13**

Hubs all over the world

**8.3/10**

Employee Engagement

**40+**

Nationalities



03

Our human operating system

## How We Deliver





# We Have an Ambition of Being More Than Successful. **We Want to Be Useful.**

At Trackunit we're committed to **making an impact**. An impact on the construction industry, an impact on our organization, the people we work with and an impact on ourselves. We call that the triple focus.

We believe in taking a **people approach** to everything we do.

Being human-centric is not restricted to our products – it's a way of life at Trackunit.

We don't just want to be something in the world – we want to be something **for** the world.

# Triple Focus

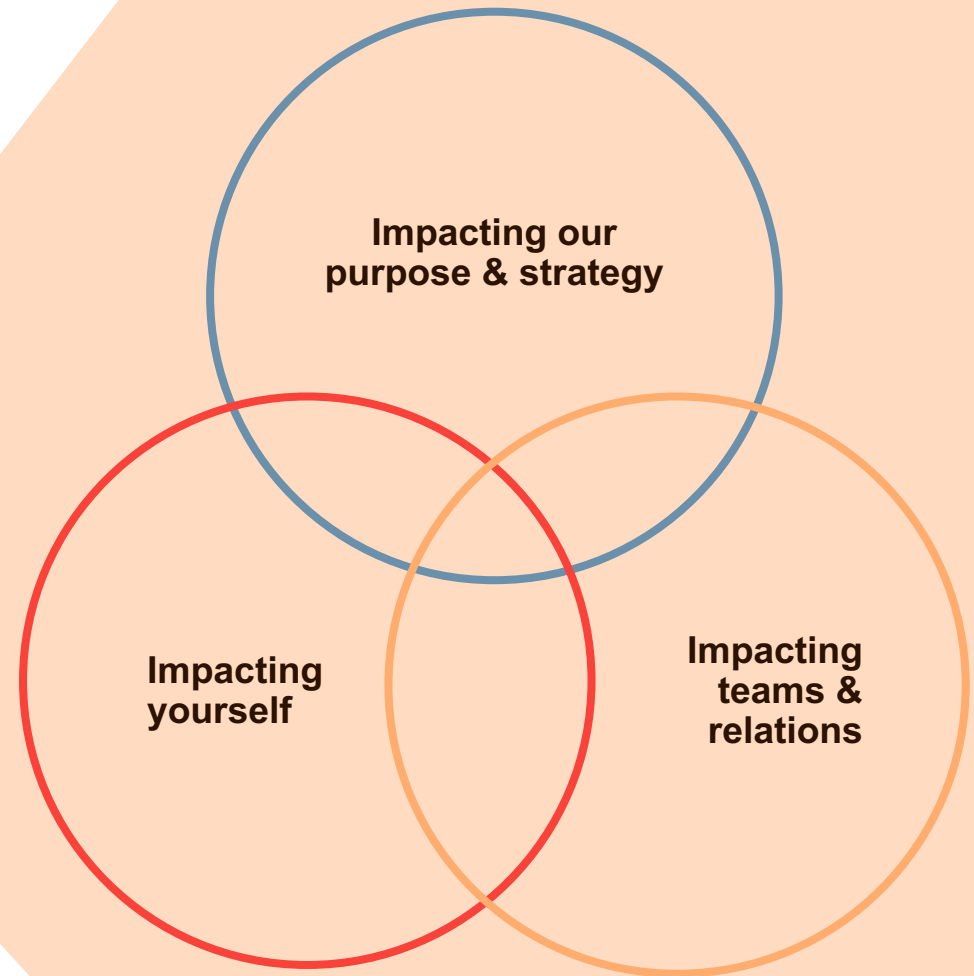
Everything we do is based on our triple focus model – the foundation for our operating system.

Always pay attention to the three areas when defining goals, having impact conversations, following up on behavior, and looking for progress and results.

Talent is not just about individuals. It is much more than that and must be tied into a larger ecosystem of

purpose, people, and strategy.

We must all be able to zoom out on the bigger picture while zooming in on the individual and teams – in the same conversation – because it is all tied together.





# The three areas of impact that define success

By paying attention to all three areas in everything we do, we set ourselves up for success to deliver on our purpose.

## Impacting yourself

We believe that talent isn't something you are – it's something you do. That's why we provide an environment that enables you to grow and develop. You take the responsibility for building your own tracks.

## Impacting teams & relations

We translate and implement our strategic capabilities in ways that are meaningful and relevant for all business units and teams. We seek feedback and are aware of our co-workers to understand how we can be useful to our peers. All teams have a story and plan for how they contribute to our purpose.

## Impacting our purpose & strategy

We don't settle for individual learning and impact. We connect to a larger eco-system and visit several perspectives when moving forward in the journey.

We start with customer and market needs and connect people where it is most meaningful and valuable – and bring in other perspectives, ideas and ways of seeing things.

## What impact will you make?



# 04

What we should know and do to deliver  
on our purpose and strategy

## Capabilities

The strategic Capabilities are the engine that brings all the intentions into the reality of everyone. Here we move from thinking to doing and involve everyone to commit, to focus and directly act on our purpose and strategy in their everyday work.

The five strategic capabilities require dedicated hard work and are all super hard to master. That's why we work with them, we focus on learning, we do experiments, and we care about the process and how we get work done.



# Delivering on Our Ambition Takes a Certain Kind of People

*There's a certain kind of people  
who do whatever it takes  
to make the impossible possible*

*They don't simply aim to be successful  
they strive to be useful*

*Won't be restrained  
won't patch pop-up problems  
Cause they insist on the big picture  
And on solving real problems*

*Won't stand back  
Won't stand by*

*They aspire to be makers  
Status quo breakers  
Braving changes  
Taking time to...*

*Stop.  
Question.  
Gain perspective.  
Change direction.*

*There's a certain kind of people who  
won't fit in. They won't wait for what's next.*

*They are building the future.*









# Capabilities

## Be Useful

Being useful is the ability to set your own agenda aside for the benefit of the big picture. It requires empathy for the big agenda, eliminating downtime, and knowing that you're not done when you're done. You're done when we are done. Being useful is being a great team player. Step in to help others learn for the benefit of everyone.

## Solve the Real Problem

Identifying the real problem requires you to challenge your assumptions and biases. Having the curiosity to listen and distinguish the actual problem from its symptoms. You make yourself aware of your own biases and assumptions before jumping to conclusions, using a conscious and deliberate response-ability. You defer from arguing with emotions, and instead, you articulate and test hypotheses with data, facts, and proof points.

## Build for Scale

Build for scale is the capability to thrive in ambiguity while striving for structure in areas that are important to Trackunit's purpose. It's essential to be able to see what's missing and diagnose it. But to make change happen, having the capability to contribute with a solution to these challenges and the ability to get people around you on board and in motion is crucial.

## Win now. Win later.

Stay focused on the final goal – if you focus only on next step, you will lose your balance. To succeed with our long-term goal of eliminating downtime, we have to re-engineer the journey to take the next step. However, every step on the way represents an opportunity to measure, iterate, and constructively challenge the original idea of the problem we are solving.

## Show Compassion

When showing compassion, we develop the ability and willingness to listen and respond properly. We develop grit, courage, empathy, and honesty to have conversations about what is really going on. While empathy refers to our ability to take a perspective of and sense the emotions of others, compassion is when those feelings and thoughts include a desire to help and act upon them.



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You make yourself aware of your own biases and assumptions before jumping to conclusions, using a conscious and deliberate response-ability. You defer from arguing with emotions, and instead, you articulate and test hypotheses with data, facts, and proof points.

We deliver a customer experience that we are proud of ourselves.

We constructively challenges others' ideas and assumptions.

We explain the “why” behind requests and decisions. If we don’t understand the why behind a request given to us, we keep asking until we do.





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However, every step on the way represents an opportunity to measure, iterate, and constructively challenge the original idea of the problem we are solving.

We use our purpose as a guiding star in conversations, collaboration, when making decisions, facing dilemmas and to execute when it really matters.

We describe an exciting and inspiring future for our team and organization.

We ensure projects have clear milestones and measures to drive successful implementation and learning.



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It's essential to be able to see what's missing and diagnose it. But to make change happen, having the capability to contribute with a solution to these challenges and the ability to get people around you on board and in motion is crucial.

We listen to diverse points of views, and we use each others' strengths. Nobody is better than everybody.

We document our knowledge in systems and processes. If we see something is missing, we say something.

We embrace asynchronous ways of working. When we do synchronous work, we meet with clear intention. We avoid meetings without agendas.



# Show Compassion

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While empathy refers to our ability to take a perspective of and sense the emotions of others, compassion is when those feelings and thoughts include a desire to help and act upon them.

We give and receive  
constructive feedback to help  
everyone develop and grow.

We tell the truth even if it is  
uncomfortable or unpopular.  
Bad news travel fast.

We praise and appreciate  
people for good work. We  
treat each other with care &  
respect.





# Be Useful

Being useful is the ability to set your own agenda aside for the benefit of the big picture. It requires empathy for the big agenda, eliminating downtime, and knowing that you're not done when you're done. You're done when we are done.

Being useful is being a great team player. Step in to help others learn for the benefit of everyone.

We show up prepared and on time for meetings. If we don't show up, we've informed others timely.

We follow through diligently on our promises and commitments. We take 200% accountability.


We ask for help when help is needed.



05

What we do together to drive impact and deliver  
on our purpose and strategy

## Our Tracks

The background is a solid red color with several large, white, abstract geometric shapes scattered across it. These shapes include curved segments, triangles, and polygons, some of which appear to be parts of larger circular or rectangular forms. The overall effect is a modern, minimalist, and high-contrast design.

**A high degree of trust in our company  
has a range of huge benefits.**

**One of them is speed**





# How We Work and Collaborate

## We Come Together

### Townhalls

We use town halls to make sure we all stay on the same track and feel united and connected to the purpose. We celebrate the good and keep everyone involved and informed on the current state of Trackunit.

### QBRs

We use Quarterly Business reviews to assess business performance and results – always zooming in on the learning. We share the good, the bad, and the ugly.

## We Celebrate and Inspire

### Trackunit Gatherings

We celebrate the journey towards eliminating downtime by bringing employees, customers, partners, and friends of the house together for a big bang.

### Downtime Events

We share everything we know and invite the industry to explore what's next with us through summits, events, and workshops.

## We Measure What Matters

### Company OKRs

We plan OKRs for each quarter of the year, each linked to the overall company-wide strategy and leavers.

### Team and Individual OKRs

For each team and individual, we map out individual OKRs to create a clear overview of key projects, ownership, deliverables, and desired outcome.

## We Meet in Hubs or Remote, Never in Silos

### Cross-Functional work

We impact every stage of the customer journey from lead to customer by working in cross-functional clusters – either remote or in one of our hubs. We welcome a hybrid model and do everything we can to build a great remote work environment where everyone is included.

### Community in practice

We work to ensure cross-departmental alignment and to utilize specialist knowledge where needed. We work with experiments to test hypothesis and drive learning at scale.





06

How you can build your tracks and take  
responsibility for your own development

## Your Tracks

The background is a solid blue color with several large, white, abstract geometric shapes scattered across it. These shapes include triangles, quadrilaterals, and curved segments, some of which are partially cut off by the edges of the frame. The overall effect is a modern, minimalist design.

Talent is not something you are.

**It's something you do.**

# Your Tracks

## No Size Fits All

We insist on individualized learning and growth plans, and we don't believe in offering the same to everybody. You are in charge of your tracks. We are all here to support and challenge and see you grow.

**We track progress and make sure everybody has an impact plan in place.**

### Play to your strengths

Talent is not something you are – it's something you do. We believe everybody has talent, and we find ways to unlock your talent by making sure you play to your strengths.



### Impact Conversations

We stopped doing performance reviews once a year. We do impact conversations four times a year with focus on training, feedback and on-the-job learning.



### Always Onboarding

Whether you have just joined or have been here for a while, you will have access to knowledge, inspiration, training on demand.



### Buddy & Peer Learning

Everybody needs a buddy – someone to rely on, work with and seek support from. New talents are paired with experienced colleagues to provide guidance on company culture, processes, and day-to-day tasks.



### Self-awareness

Getting to know yourself better is a prerequisite for personal growth. We believe in fostering a culture of continuous learning and development so that we grow as humans and as a business.







We have an ambition to be more than successful.

**We want to be useful.**



# Your Job Is Not Your Job

One of the great misunderstandings in many companies is a confusion of people's roles with their job. **Your role is not your job.**

In too many companies, you don't get paid to do your job; you get paid to do your role, which is a mistake. Your real job is to help the company fulfill its purpose. Full stop.

At times, your job contradicts your role since it requires that you sacrifice your own agenda, change your priorities, or take a hit on your own individual objectives. If we don't do that, too often, each individual, and each part of our company, pursues his or her own interests at the expense of the whole.

This is a tricky dilemma, and there is not a perfect solution for that. It's like a blanket that is too short. If you pull it up to your

chest, your feet get cold; if you cover your feet, your chest gets cold. Instead of fighting the choice between individual and collective incentives, there is a potential better way to address the issue – and that is through meaning and purpose.

If everyone has a collective understanding, engagement, and acceptance of our purpose, we have a better chance as individuals and as a company.

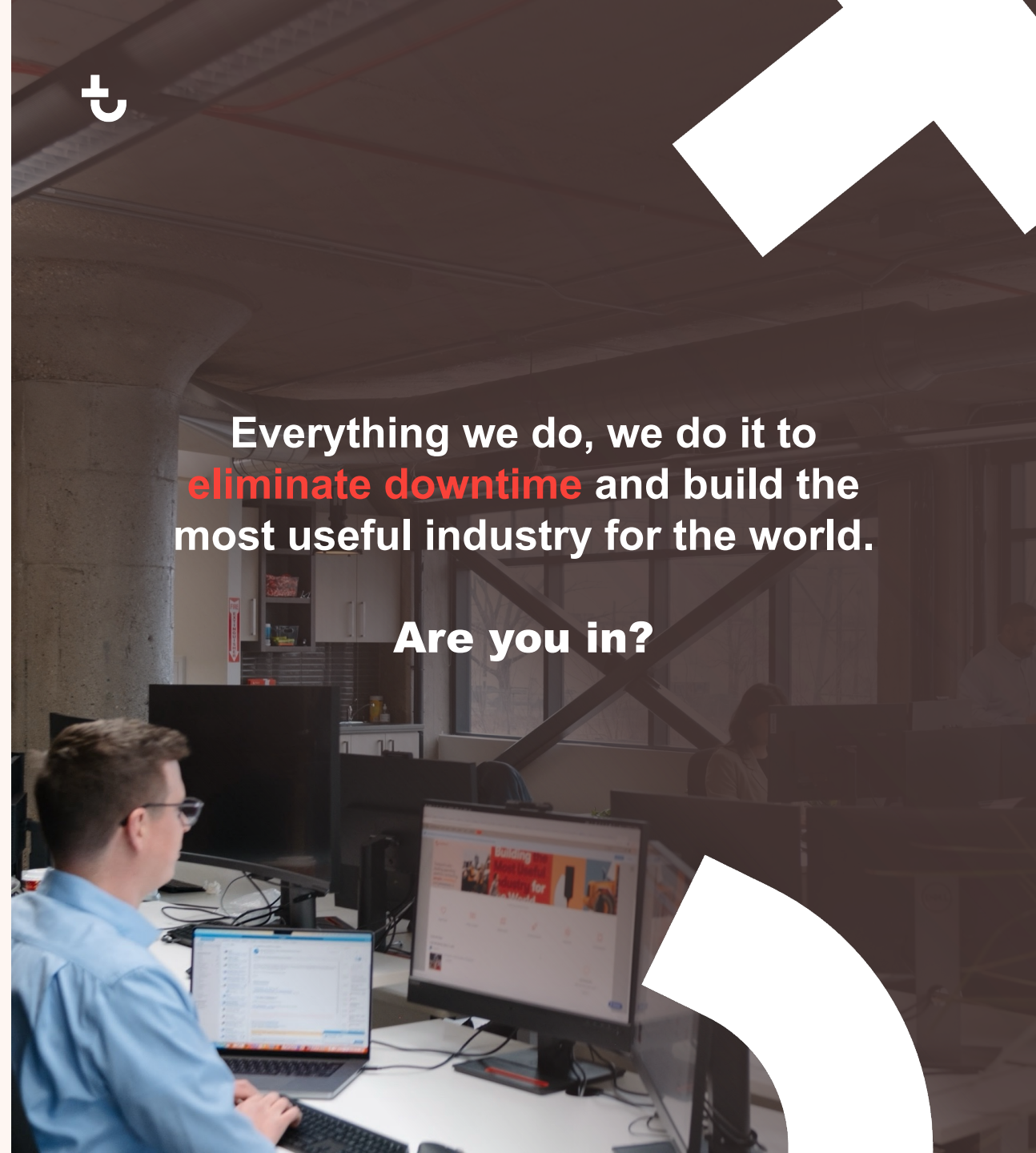
The bad news is that the kind of leadership that can engage people in meaningful work is much harder. However, it is much more rewarding for everyone involved.

That's why we take pride in our leadership model that focuses on people and purpose. It's what truly sets us apart.



Everything we do, we do it to **eliminate downtime** and build the most useful industry for the world.

**Are you in?**





We have way more stories to tell than we can fit on a few slides

# Learn more about ...

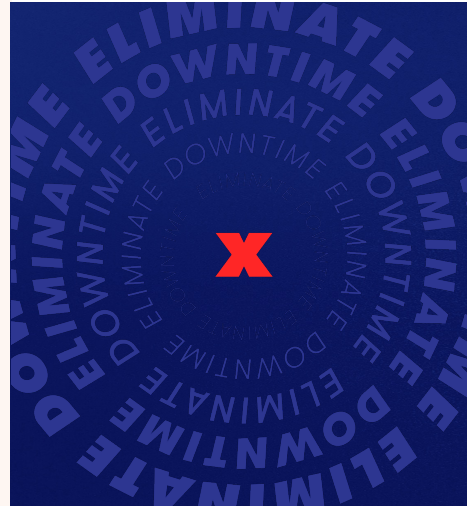
Open positions and  
more on what it's like  
to work at Trackunit

Careers



Eliminate Downtime  
– a global movement

Downtime



Our products  
and services

Website



**More questions? We'd love  
to talk about it.**

Reach out to the People and  
Talent team.