



veoneer

# Veoneer Organizational Journey

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# Intro and Agenda

- Who is Veoneer & Why this Change Journey matters
- What shaped Veoneer's organizational transformation
- Key elements that enabled progress (e.g., urgency, vision, empower action etc.)
- How these elements worked together
- Reflection & Closing takeaways

# Veoneer: A World Leader in Automotive Safety Electronics

- We Design, Manufacture and Sell the World's Best Automotive Safety Electronics to car manufacturers globally
- We have delivered more than 1.1 billion Electronic Control Units and crash sensors to car manufacturers globally\*



\*As Autoliv and Veoneer

# Global Presence – Veoneer 'S Footprint

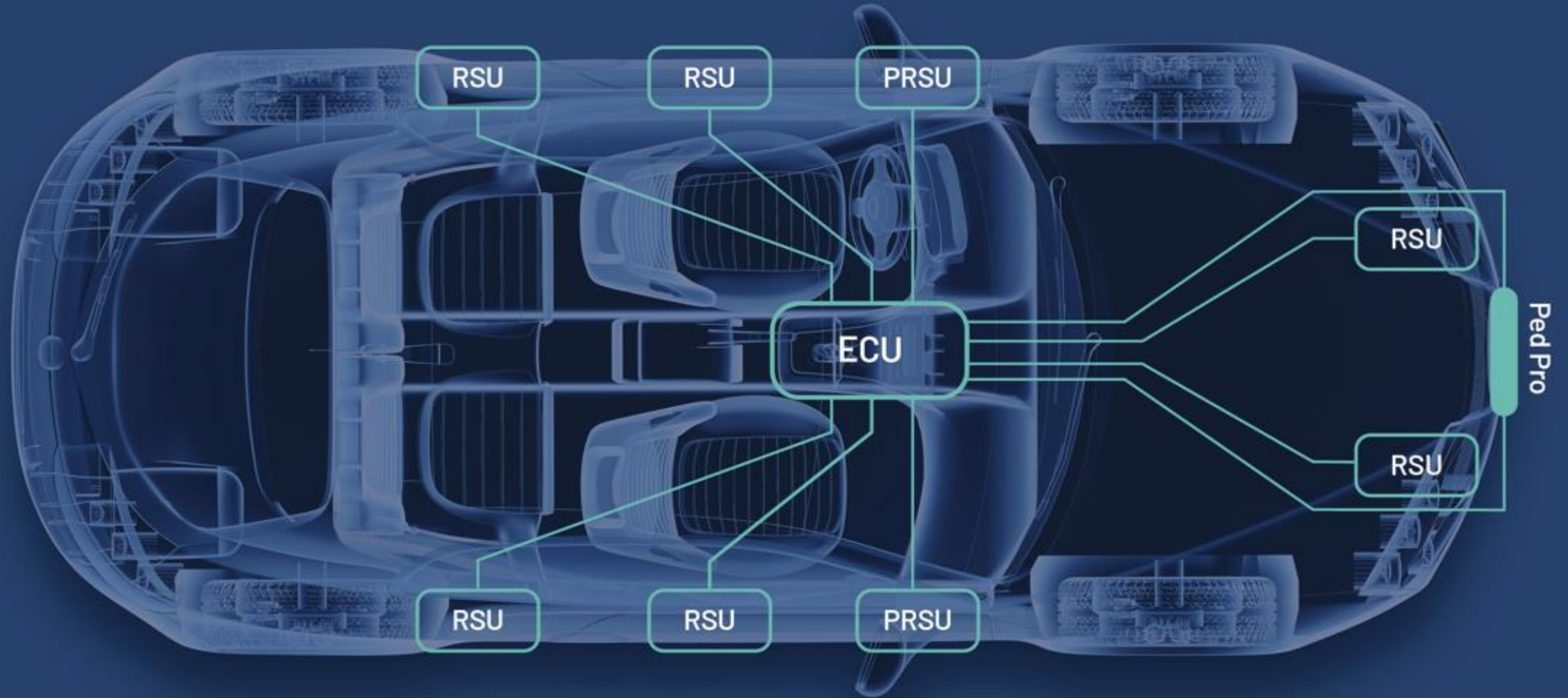


2,383 ASSOCIATES

3 MANUFACTURING SITES

11 COUNTRIES

# Restraint Control System

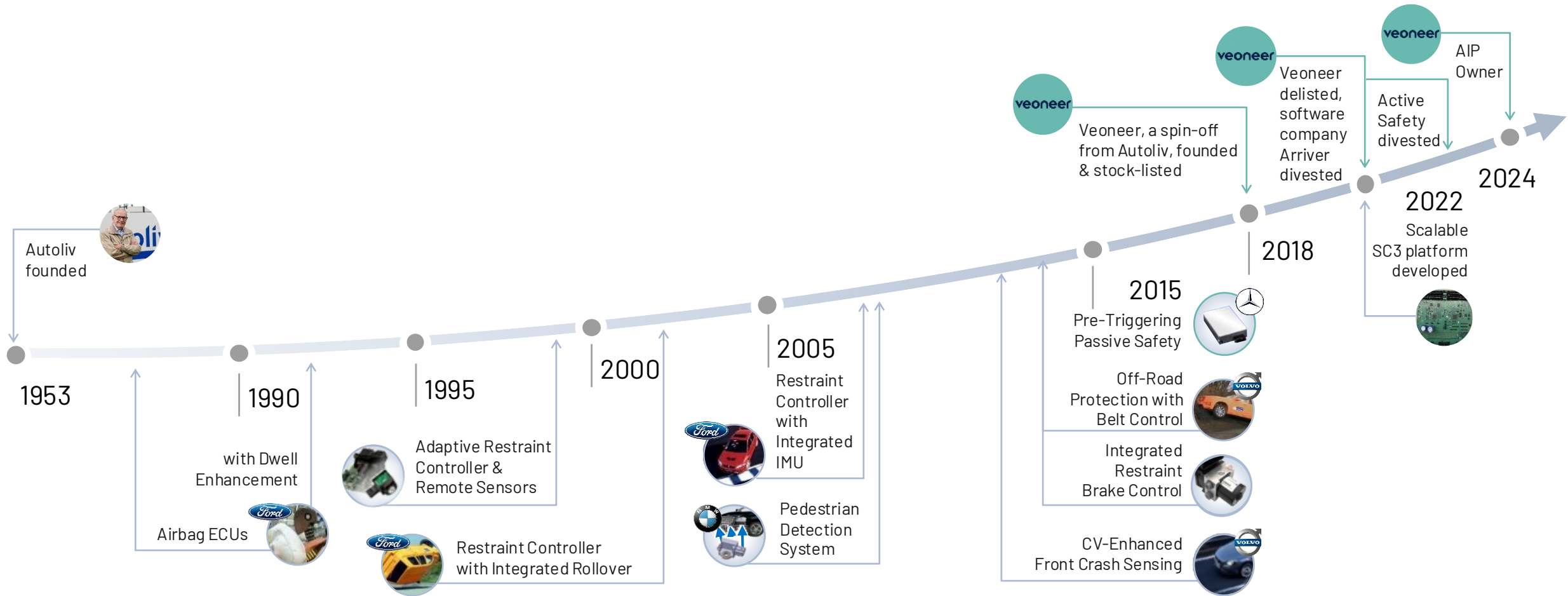


# Individual Products in our Product Portfolio

- RCS Electronic Control Units (ECU)
- RCS Inertial Measurement Unit (IMU)
- Remote Sensing Unit (RSU)
- Pressure-Based Remote Sensor Unit (PRSU)
- Pressure Tube Assembly (PTA)
- Electronics for Motorized Seatbelt



# A Decade of Change Shapes How Organizations Respond

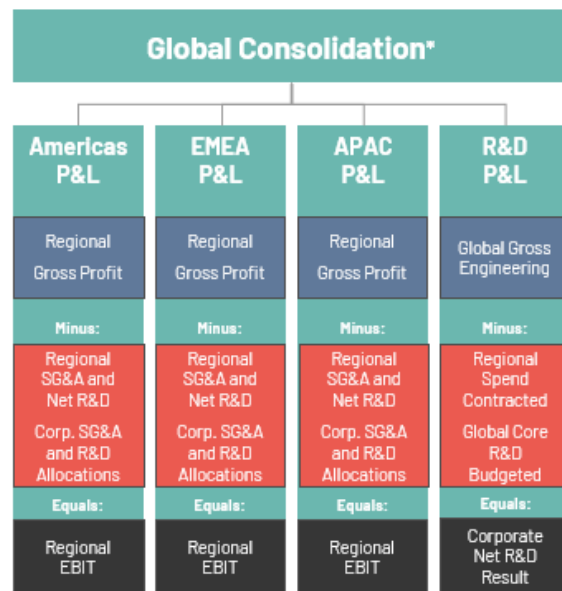
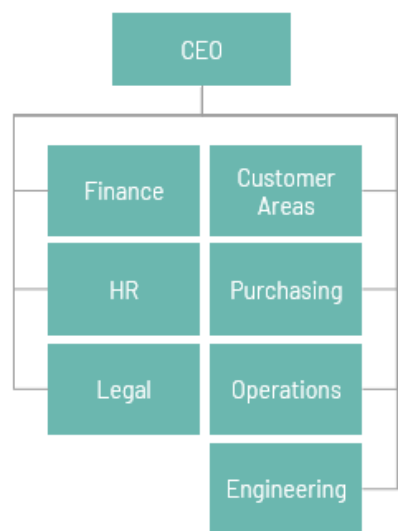


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# Why Change Mattered for Veoneer?

- Moving from strategy without sufficient execution discipline to a CEO-led Operating Agenda that aligned priorities, operating model, behaviors, and outcomes.
- The change was necessary to realign the Operating Model around the Operating Agenda:
  - Clear accountability for outcomes, not activities
  - Faster decision cycles consistent with market speed
  - Management processes that reinforced priorities rather than diluted them
- Shifting the CEO's role as architect of execution, not just sponsor of strategy.

# Step 1: Fixing Org Structure to deliver the Operating Agenda



- Evolving from a Functional Organization to a Regionally Empowered Enterprise, strengthened by world-class global support.
- This next chapter required more than charts and boxes: calling for leadership with courage!
  - Moving with urgency and accountability
  - Growing talent for complexity and ambition
  - Building a pipeline ready for what's next
- People are our advantage. Aligned to Purpose, they drive performance today and shape tomorrow.

# Step2: Redefining Veoneer's Strategic Framework

WHY DO WE EXIST?

To Protect  
Everyone in  
Every Crash.

WHAT DO WE DO?

We Design,  
Manufacture and  
Sell the World's  
Best Automotive  
Safety Electronics.

HOW WILL WE SUCCEED?

Customer Centricity  
– World-leading  
Quality - Deep  
Understanding of  
Business.

HOW DO WE BEHAVE?

Act With Urgency  
in All We Do – Win  
With Passion As A  
Team – Earn Trust  
Every Day.

Our Rally Cry

2024

Re-Ignite  
Performance

2025

Create  
Sustainable  
Performance  
Together

2026

Elevate  
Performance  
Together

2027

TBD

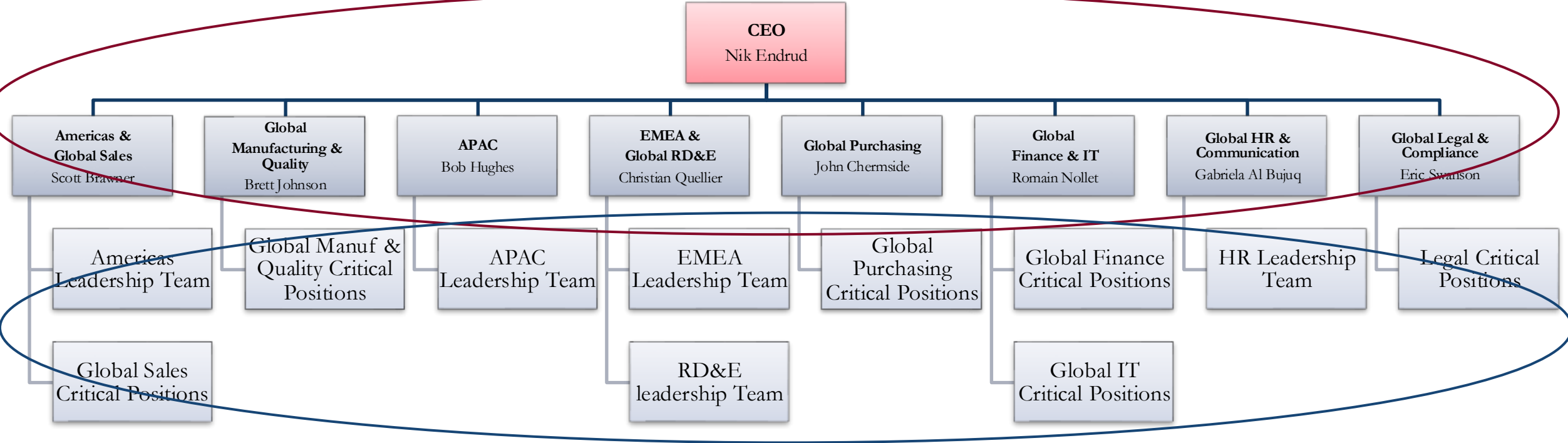
Strategic Plan = Execution Engine

- Yearly Rally Cry & Define  
What is the Most Important NOW
- Regional & Functional Summits
- Quarterly and Monthly follow-up

# Step 3: Advance and Empower Veoneer's New Org

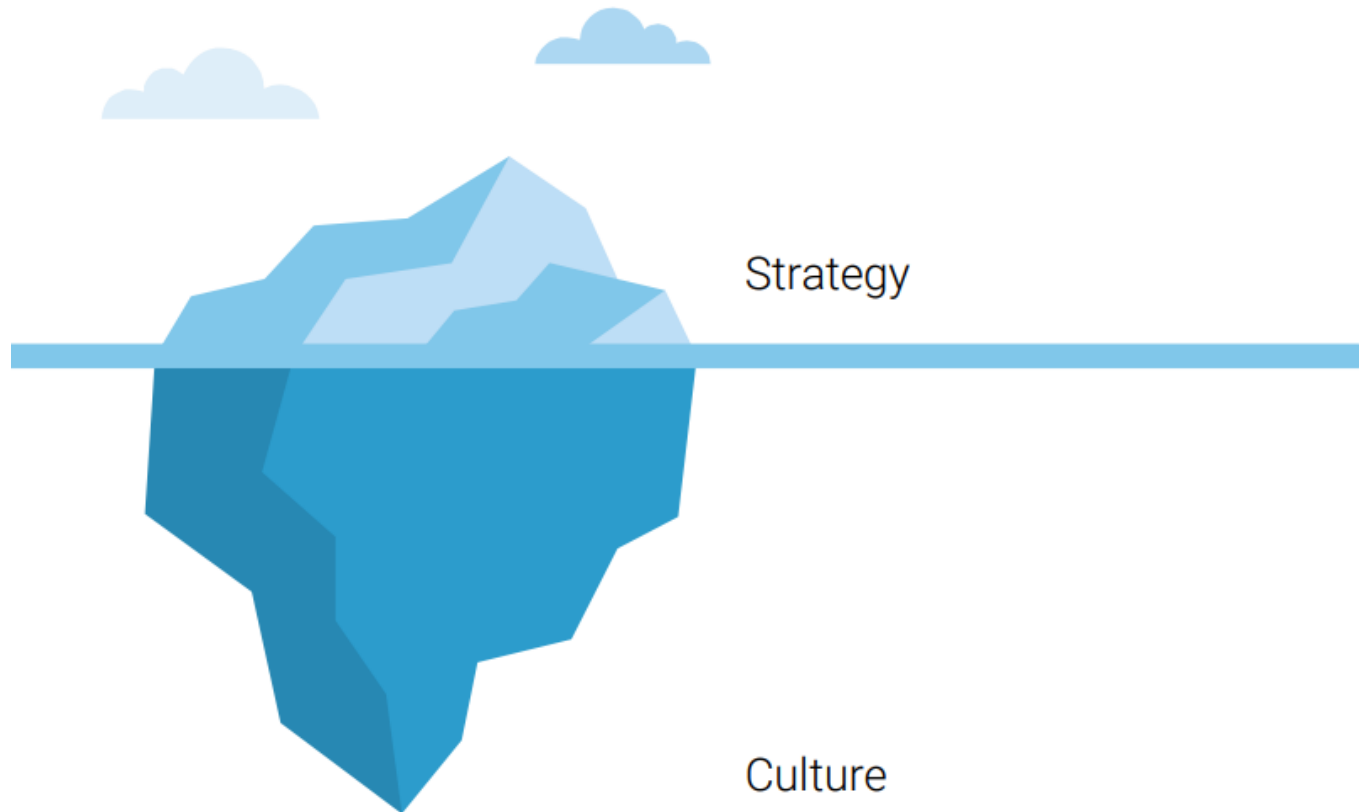
## ELT+: Priority for Talent Development in 2025

ELT: Executive Leadership Team



ELT+:  
Regional Leadership Teams  
Global Functional Leaders  
Global Critical Positions

# Strategy and Culture are connected (whether we like it or not)



**“The fact is culture eats strategy for lunch.**

You can have a good strategy in place, but if you don't have the culture and the enabling systems that allow you to successfully implement that strategy ... the culture of the organisation will defeat the strategy.”

Dick Clark, CEO (& Chairman) Merck  
originally attributed to Peter Drucker

# Veoneer People Cycle 2026

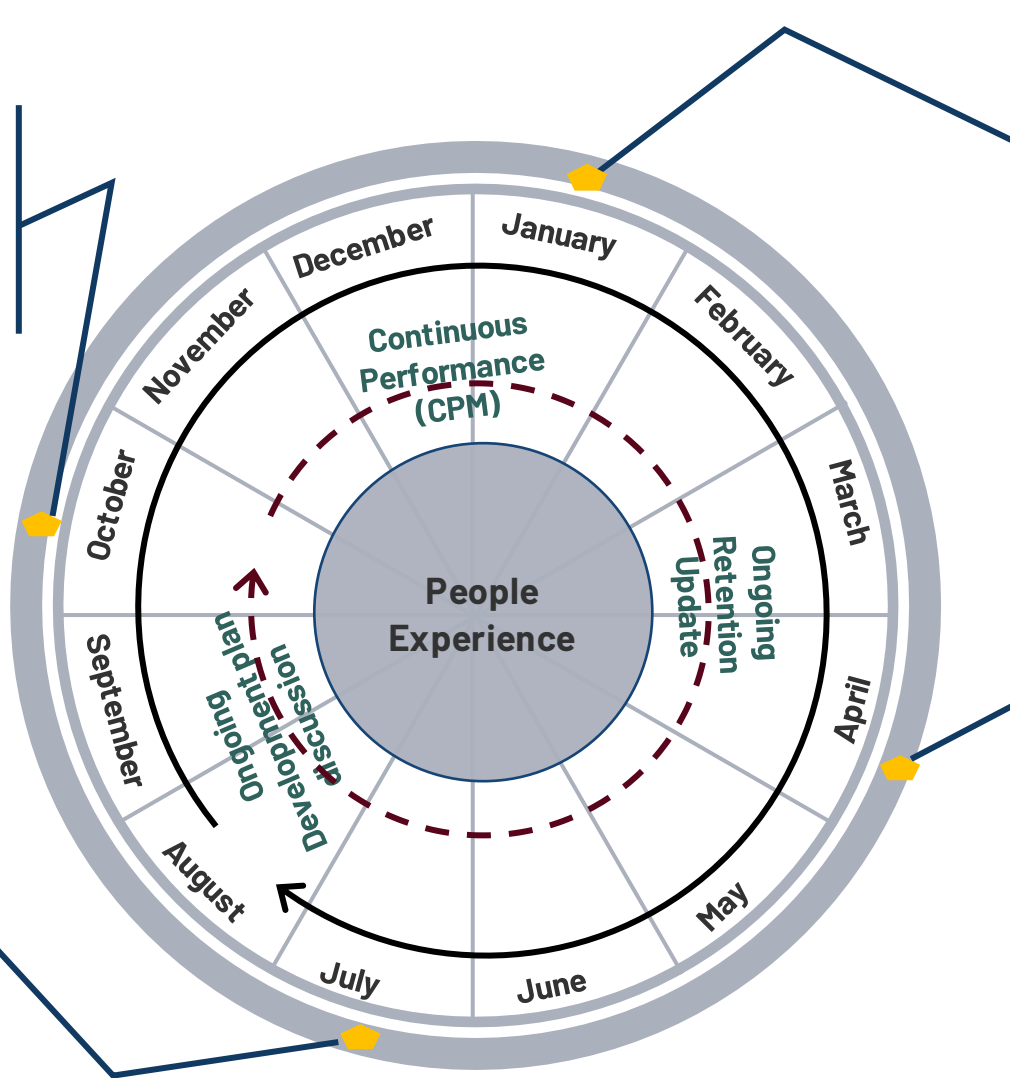
**Oct - Dec**  
**Prep for year-end assessment**

1. Check-in Continuous Performance Module
2. Review all parts and plans

Talent review presented in BoD

**Jul - Sept**  
**Calibration**

1. Calibration sessions of Succession plans & Talent Review (9 box)
2. Midyear Review



**Jan - March**  
**Performance**

1. Annual performance summary 2025
2. Objectives setting 2026
3. Merit review 2026, incl. STI
4. Development plan 2025: Global Programs

**Apr - Jun**  
**Talent Review & Succession planning**

1. Check-in Continuous Perf Module
2. Talent Review (9 box)
3. Succession Planning
4. Individual Development Plans
5. Org Health Survey

# Veoneer Global Development Initiatives

The **Extended Leadership Team (ELT+)** is a collective of **~60** senior leaders\* who collaborate to drive the company's strategic vision and operational excellence.

Their **scope** includes:

- **Align** across regions and functions
- **Drive** accountable, sustainable performance
- **Lead** global and regional priorities
- **Challenge and shape** the company's direction

\*ELT, Regional Leadership Teams, Global Functional Leaders

**Nexus (ELT+)** - a flagship leadership program designed to strengthen leadership skills required by new context.

It combines self-awareness, a shared framework (7 Habits), leadership labs, and work on real business challenges.

**Finance for Non-Finance** (Regional/Local leaders) - meant to close financial fluency gaps so leaders could make stronger value- and EBIT-driven operational decisions.

**Sales Development program** - elevating the Global Sales organization from transactional execution to a more strategic, insight-driven approach, supporting sustainable growth and portfolio development.

1. **ELT+ face-to-face & online meetings:** Enabled fast alignment and two-way dialogue, helping leaders sense issues early, adjust course, and role-model execution at speed.
2. **Town halls:** Connected strategy to on-the-ground reality, giving employees a voice and strengthening trust and commitment.
3. **Entromy Org Health survey (with follow-up):** Enabled continuous listening and feedback, ensuring organizational signals shaped leadership actions and accountability.

**ELT+**  
**Advance and Empower**  
**Veoneer's New Organization**

**Targeted Development**  
**supporting Operating Agenda**

**Two ways Communication as**  
**Transformation Enabler**

# How these elements worked together

## What the **operating agenda** required:



- Faster, aligned decisions in a decentralized organization
- Leaders accountable for performance and value creation
- Consistent execution across regions and functions

## What we deliberately built:



- Shared context and clarity** through consistent, transparent communication
- Aligned leadership behaviors** modeled and reinforced by ELT+
- Strong trust loops** via early feedback and continuous refinement
- Consistency over time**, anchoring the narrative and expectations

## What this enabled in **execution**:



- Strategy translated into **faster, better decisions** at all levels
- Leaders equipped to **own results**, not just roles
- Scalable execution of the operating agenda, supporting **EBIT, cash discipline, and growth**

# Final reflection

1

**Where are you, as HR Business Partner, making a tangible difference in delivering your Operating Agenda?**

2

**What Leadership Behavior, if amplified, would have the greatest impact on accelerating the transformation?**

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# Q&A