

colart

Setting the scene: The format

- Completed by every business unit
- Light touch format – limited to 8 questions
- Questionnaire had a focus on:-
 - Net promoter score
 - What people like/dislike about Colart
 - Whether our leadership is aligned to the Colart Way
- Reduced demographic questions to help understanding of results
- Anonymous and confidential

Setting the scene: The objective

Our people vision is to:

Inspire every person in Colart

So the questions we want to be answered are:

- 1. Do we feel like a family?**
- 2. Are we acting like a high performing team?**



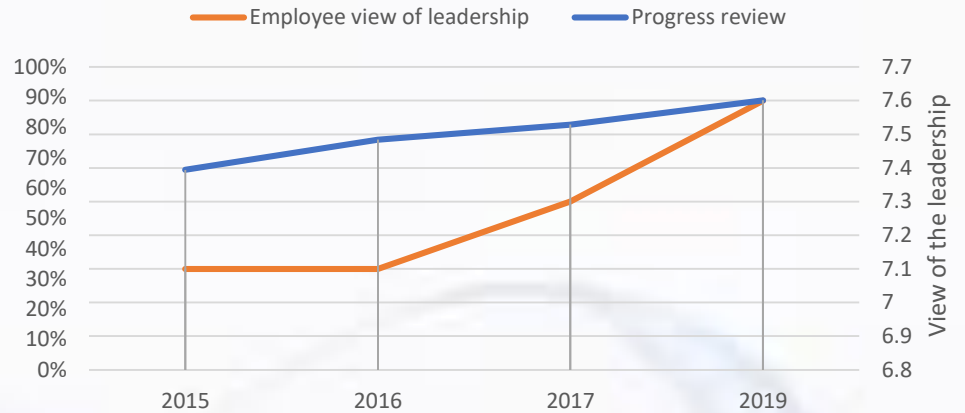
Employee survey completion



Improved engagement vs 2018



Leadership Behaviour



The improvement in commitment to progress & development discussions combined with increased alignment to the expectations of the Colart Way are some of the factors that have helped to improve the employee perception of leadership

Cultural fit and our business purpose identified as two distinct positives



Continued change and trust in our direction identified as two distinct negatives



Reduction in overall Net Promoter Score versus last year



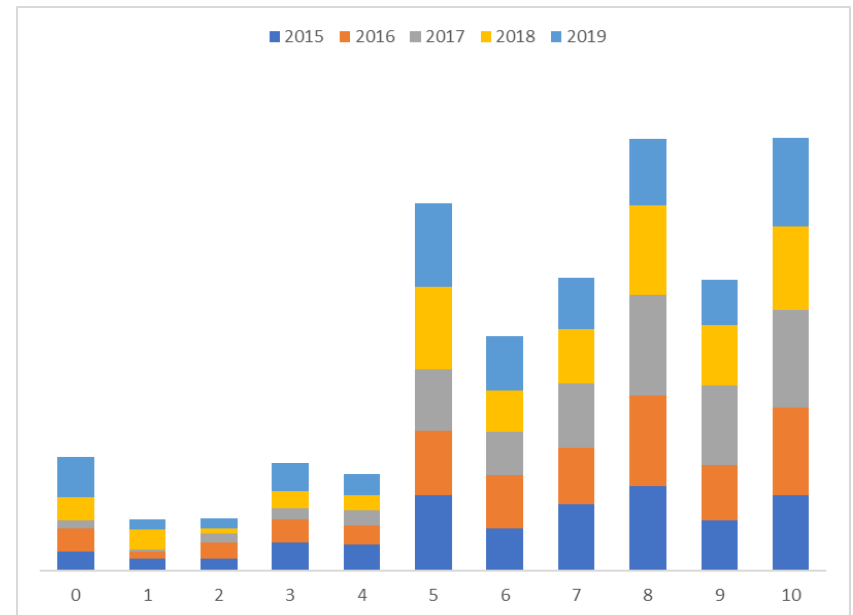
Net Promoter Score

	2015	2016	2017	2018	2019
NPS	-24.3	-18.4	-20.5	-12.1	-21.7

Building the picture to understand the NPS drop

- A proportion of “passives” have moved to becoming “detractors”.
- This indicates to us that people are very clear about **what** they are unhappy about and **how** we need to act

Survey date	Detractors 0 - 6	Passives 7-8	Promoters 9-10	Net Promoter Score (Promoters - Detractors)
Oct '14	49.2	30.4	20.4	-28.8
Jun'15	48.7	26.9	24.4	-24.3
Jun'16	45.4	27.5	27.1	-18.4
Jun'17	48.4	23.8	27.8	-20.5
Apr'18	41.5	29.1	29.4	-12.1
Jun'19	49.0	23.7	27.3	-21.7



Understanding what you are telling us

What you are happy with	What you are not happy about
<ul style="list-style-type: none">• Our business purpose creating pride• Our people as colleagues and friends• A sense of community in the company• Openness in communications – e.g. more local Townhalls• Wellbeing strategy and execution• Focus on leadership behaviours• Collaboration and teamwork• Focus on added value activities	<ul style="list-style-type: none">• Business instability• Openness in communications creating insecurity• Lack of process or lengthy and slow process hindering agility• Conflicting priorities or instructions hindering decision making indicating a lack of cohesion in decision makers• Acceptance of low performance in both people and projects• Reduced development investment in people• Recognition of work and efforts

Answer to our two core questions

1. Do we feel like a family? 

2. Are we acting like a high performing team? 

Next steps are to better understand & explore this indicative sense so we can re-engage our people and build confidence in the future



Identification



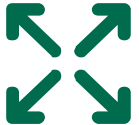
Immersion



Insights



Ideation



Impact



**August
2019**

Communication of more survey detail by region

**September
2019**

Workshops across group to understand what is and is not working

**October
2019**

Identification of core components to be addressed

**November
2019**

Creation of solutions to solve these components

**December
2019**

Incorporate actions to 2020 Plan

1. More results to follow by region

**2. Any questions please ask your
local HR Business Partner**