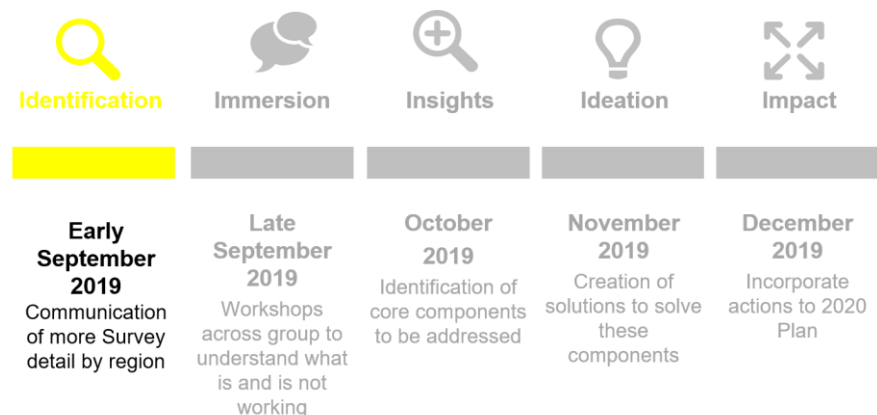


colart

# Setting the scene

- Global results communicated:
  - Reduction in overall NPS versus last year to -21.7
  - Improved commitment to annual reviews and development discussions to 89%
  - Top line group results indicate a feeling of family but concerns about how we perform as a team
  - Cultural fit and business purpose identified as distinctive positive factors
  - Continued change and trust in direction identified as distinctive negative factors to 6.2
  - Positive indications of leadership aligning with expectations of the Colart Way to 7.6

- Commitment made to communicate regional results in more detail



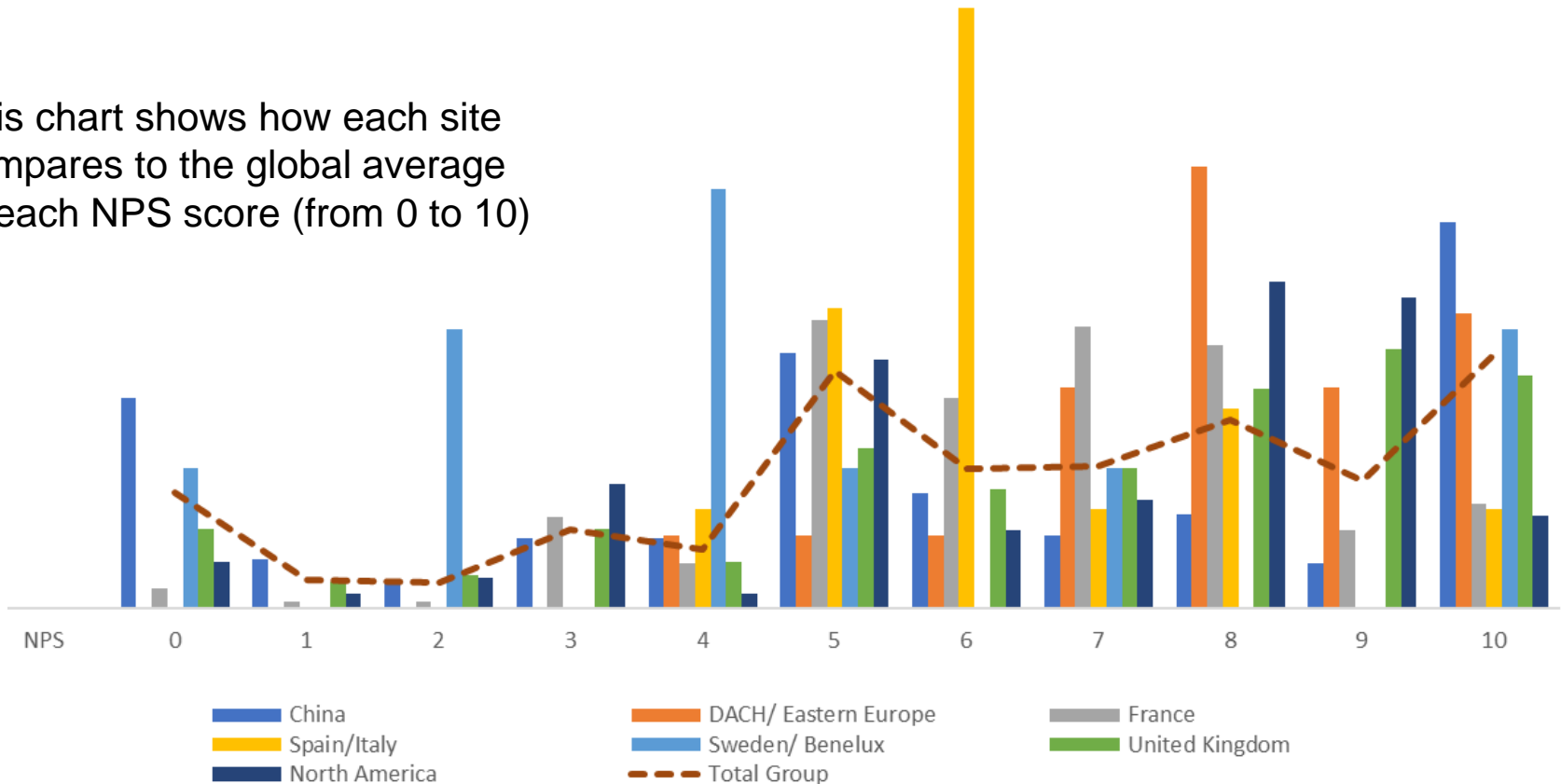
# NPS by region demonstrates a consistent theme in the narrative

Regional areas	2016	2017	2018	2019	Commentary
China	-23%	-39%	-22%	-26%	Communicated optimisation programme impacting the employee ability to recommend the company as they see limited future
Europe	-6.4	-0.8	-18.3	-32.8%	Developing sense of concern about the future and ability of Colart to drive success
UK	-5.3	18.6	16.2	-3.8%	Developing sense of concern about the future and ability of Colart to drive success
US	-29.3	0.1	-31.1	-11.1%	One Team philosophy helping to improve both the perception of the business and leadership though concerns about ability of business to deliver

	Length of service	Leadership level	Business function
<b>Group</b>	No difference in NPS seen	Middle management level i.e. 2 has lowest NPS	Supply and Order/fulfilment are in line with Group NPS but Functional support & Demand are worse
<b>China</b>	NPS gets worse as service increases	No significant difference between leadership levels – LL1 similar to LL2+	Functional support much lower than Group NPS with Supply in line whereas OF & Demand are positive
<b>Europe</b>	Mid service group (3 to 10 years) has the lowest NPS	No significant difference between leadership levels – LL1 similar to LL2+	No significant variances across the functions
<b>UK</b>	NPS improves as service increases	A positive NPS at LL1 but very low negative NPS at LL2	All functions much lower than Group NPS with the exception of Supply who have a very positive NPS
<b>US</b>	NPS reduces as service increases	A positive NPS at LL1 but extremely low negative NPS at LL2	Order and plan and functional support are positive with supply slightly better than average and demand much worse

# Looking deeper at the spread of scoring by country helps us to understand the total NPS picture

This chart shows how each site compares to the global average at each NPS score (from 0 to 10)



- Scoring pattern between countries varies quite significantly
- Greatest proportion of our business units scored 5 and above

# Other KPIs by region

	North America	China	France	South Europe	UK	Benelux / Nordics	DACH / EE	Total Group
Employee survey completion	95%	89%	65%	85%	81%	60%	95%	<b>82%</b>
Employee view of business	6.4	5.7	6.3	5.9	7.1	5.9	7.7	<b>6.2</b>
Employee view of leadership	8.5	7.5	6.8	7.7	8.0	7.5	9.1	<b>7.6</b>

- With the exception of France, Benelux and Nordics, a high engagement rate with the survey has been demonstrated by most countries with DACH/EE and North America being most positive
- The UK and DACH/EE have indicated a much higher perception of the business compared to the other countries which seem to be aligned
- DACH/EE, North America and the UK have indicated a much higher perception of leadership compared to the other countries which seem to be aligned

# What you are telling us is consistent across countries

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

# Next step is to better understand & explore the results so we can re-engage our people and build confidence in the future



Identification



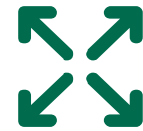
Immersion



Insights



Ideation



Impact



**Early  
September  
2019**

Communication  
of more survey  
detail by region

**Late  
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