

colart



EMPLOYEE ENGAGEMENT SURVEY 2021

Setting the scene: The format

- Survey sent out June to August
- Completed by every business unit
- Continued light touch format with a focus on:-
 - **Net promoter score** (this is a measurement that compares people who are *happy* with Colart versus those who aren't i.e. promoters vs detractors)
 - What people like/dislike about Colart
 - Whether our leadership is aligned to the Colart Way
 - Whether we live up to our business commitments
- Enhanced questionnaire
- 5 demographic questions to help understand the results
- Anonymous and confidential

Top line group results

Our people vision is to:

Inspire every person in Colart

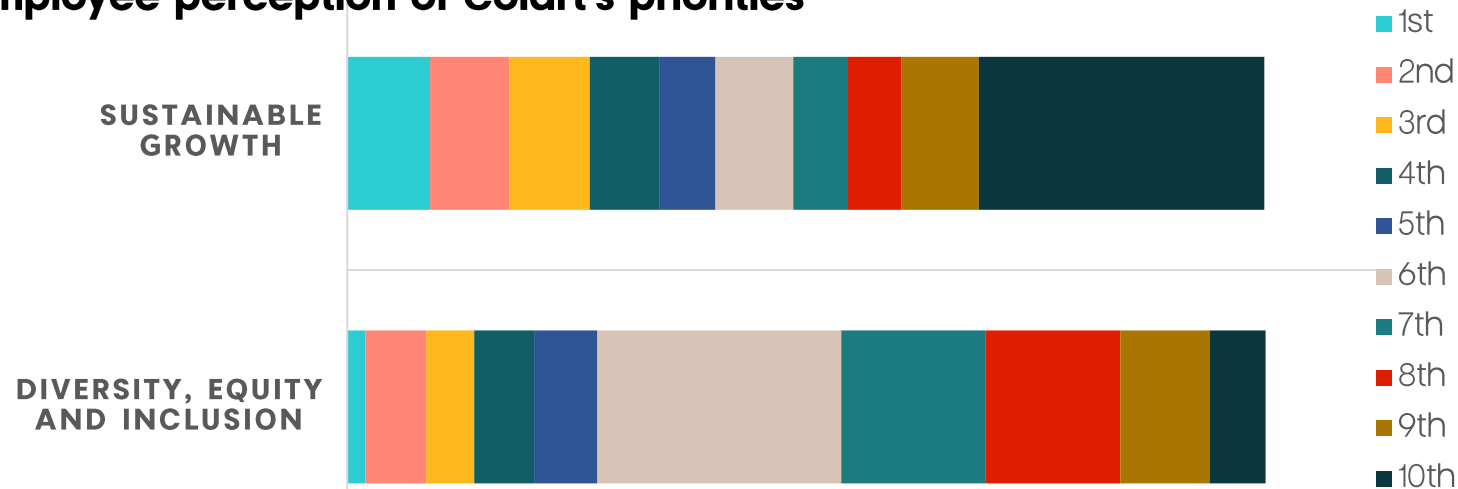
So the questions to be answered focused on:-

1. Our employee culture
2. Our leadership culture
3. Our performance & service culture
4. Our commitment to sustainability
5. Our commitment to diversity, equity and inclusion

Top line group results

	2015	2016	2017	2018	2019	2020	2021
Progress review	66%	76%	81%	86%	89%	-	91%
Employee survey completion	88%	83%	75%	75%	82%	74%	70%
Recommend the company	-24.3	-18.4	-20.5	-12.1	-21.7	+4.5	+16
Feel like a family	-	-	-	-	-	+26	+20
Act like a high performing team	-	-	-	-	-	+31	+37

Employee perception of Colart's priorities



- Slight drop in survey engagement with a return rate of 70%
- Continued strong growth in our **positive NPS**
- Continued strong reinforcement of the company's commitment to our people strategy
- Ranking of the perception of Colart's **priorities** indicates progress is yet to be made in belief by our people in our commitment to both sustainability and DEI
- Interestingly, the ranking of **people's own priorities** is quite similar indicating a need for Colart to help people understand the value of particularly sustainable growth for Colart

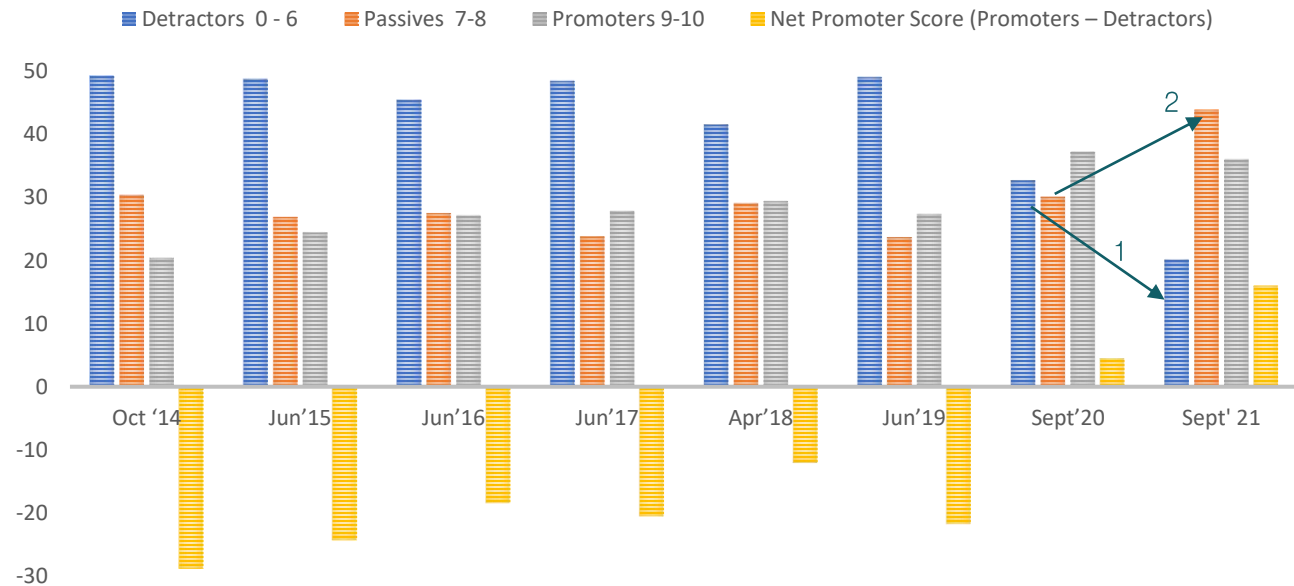
Understanding the NPS increase

Our NPS has continued to increase because of the:

- Ongoing reduction in “detractors” ¹ combined with ₂
- Increase in numbers of “passives”

But it is clear we still need to make progress in winning more “promoters”

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
Sept'20	32.7	30.1	37.2	+4.5
Sept'21	20.1	43.9	36.0	+16






Key results by region

- Significant differences in NPS result between regions
- Differences not explained by office /non office as very positive NPS results seen across UK and NA factories/Distribution Centres
- Improvement evident in China
- Lower result seen in France (Le Mans) for “feel like a family” driven by the higher number of neutrals
- Disappointing return rates in North America and Southern Europe

	Return Rate	NPS		FEEL LIKE A FAMILY		ACT LIKE A HP TEAM	
		2020	2021	2020	2021	2020	2021
China	72%	-21.2	2	14.3	33	18.4	38
France (Le Mans)	64%	1.3	1	15.1	-13	1.3	34
North America	48%	25.9	42	40.7	33	61.7	58
Northern Europe	93%	36.0	54	24.0	63	40.0	100
Southern Europe (incl. Colart Fr)	59%	6.3	5	0.0	23	6.3	51
United Kingdom	65%	33.7	31	50.8	33	65.2	46

Insights suggest a good basis of commitment but we need to leverage the capability

Total group results for key questions			
How are you feeling?	27%	42%	31%
I am proud to work for Colart	21%	37%	41%
I rarely think of looking for another job	32%	24%	44%
I still see myself working at Colart in 2 years time	25%	25%	50%
Colart motivates me to challenge myself	42%	29%	29%

Example quotes show a maturity in comments with culture & leadership as driving factors for both detractors & promoters

NPS 0-3...those that are really not happy

1. I feel there is still a lot of work to be done in listening to staff and allowing a two way dialogue. From what I have seen this is a company-wide issue, and contrasts strongly with the very positive and forward-thinking official aims of the business to feel like a family and value staff. Genuine concerns are often brushed under the rug, or turned back on the employees, who are made to feel like trouble makers. There is also a big issue with underpaying skilled staff who then want to leave, or employing inexperienced staff for low salaries which then has a big impact on the performance of the business.
2. I think some leaders do not share the values of Colart. It is evident through the responses you get that some people are not comfortable in being challenged in a constructive way and they show a real lack of openness when they can't ever admit that maybe they made a mistake. Actions speak louder than words and I think a lot of people treat others with a lack of respect across the business. All leaders should be held to a high standard and when their actions go against these standards in a negative way, they should be held accountable. It is a shame that so many egos get in the way of working effectively together and that there are so many office politics at play within Colart. It could be such a nice place to work but these issues taint every day working and everything becomes a battle.
3. the company has changed over the years dramatically and although some of the company seem to know what they are doing some other parts struggle. some communication is allowed the group is supposed to be open but i feel on a lot of things it is not and is frowned upon to speak your mind although you are told you can. i keep my head down do my job and try not to annoy anyone while i am here.
4. There are a lot of exciting advancements on the horizon for Colart as well as several effective and inspirational leaders across the business. Unfortunately, as the company grows, the vision and objectives disseminated by upper management is murky at best, particularly on the digitization and D2C journey. Additionally, I think the company would be surprised at how effective employees would be if they were empowered to make decisions and build out the resources and team members they need in order to achieve their roles. For a company that is 'people first' it is disheartening that the plan is often piling on additional responsibilities and making everyone a generalist rather than paying employees appropriately for the role they have and allowing them to bring in expertise to strengthen the team for tasks which they have no background in or are less knowledgeable. The burnout is real and is not sustainable long term.
5. The management of the factory and the workshop is chaotic and cronyism is contrary to the sustainable development of the company. The key to sustainable development lies in people-oriented, excellent quality, and no cronyism. In their own interests.

NPS 9-10 ...those that are really happy

1. A great company who I have worked for many years. I can't see myself working anywhere else due to the well being of all people. force who reacts and performs as a team to reach all goals.
2. Having worked in various companies before arriving at Colart, I can compare and affirm that it is a company which tries to take care of its employees, which listens and remains human.
3. Colart has moved a long way forward in the last few years. It has gone from a fear based company under the old CEO, to an inclusive and encouraging one of today.
4. Colart, in my opinion, takes excellent care of and is very loyal to their employees. Our products are well-respected, and I am proud to represent them.
5. Feel very proud to work for this company. Through the handling of COVID, you showed that the company really values it's employees. It has made me love the company even more. I also appreciate the strong emphasis on communication, whether in the bi-weekly town halls, the intranet or local management communication. The company has really taken feedback and actioned it in tangible ways which is noticed and appreciated. Additionally, through COVID, I felt that the company approached it with a people-first mentality and because of that, we wanted to work even harder to make sure the company was successful through this difficult time. The leadership has really transformed this company from the past and it makes me really proud to work for Colart.
6. Great company, great people who work really hard. Really like the culture. Workload is high but have the flexibility to manage this
7. Our culture has changed a great deal for the better in the last 5 or more years and continues to improve.
8. I appreciate that my employer is ethical in decisions and promotes and maintains a positive vibe and respectful attitude towards all team members.
9. I firmly believe in sustainable growth for Colart over the next few years. We have great brands at the start supplemented by strong innovations in the year. The corporate culture at Colart is very open. Every employee can work very independently in his area of responsibility and help shape many decisions. The only point that I find difficult and where Colart has to improve a lot is the issue of service levels. If this topic becomes better and more reliable, there is no stopping us.
10. I have been in the work force for more than 30 years and Colart is the company I wished I worked for in all that time I have never been happier with any other job I have ever had.
11. I have only been with the company for 90 days and this by far is the best company I have ever worked for. The people are very friendly and make you feel like part of the Colart family
12. There are many aspects of the company's humanization, and there are also some improprieties, but in general, the company gives us an atmosphere where we are at ease and willing to contribute to it.

Conclusions for what our people are saying

Based on whether progress has been made since **2019**

What you are happy about:	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• Wellbeing strategy and execution• Focus on leadership behaviours• Collaboration and teamwork• Focus on added value activities• People first [new in 2020 and repeated in 2021]	<ul style="list-style-type: none">• Business instability [still relevant to China] [N/A in 2021]• Openness in communications creating insecurity [N/A in 2020]• Conflicting priorities or instructions hindering decision [N/A in 2021]• Lack of cohesion in decision makers [N/A in 2021]• Lack of celebration [new in 2020 but NA in 2021]• Connectivity [new in 2020 but NA in 2021]• Lack of process or lengthy and slow process hindering agility• Acceptance of low performance in both people and projects• Lack of career development for people• Not just recognising work and efforts but also rewarding it• Conditions and demands of work [new in 2020 & still relevant in 2021]• Stress / pressure [new in 2020 and still relevant in 2021]• Lack of breakfast provision in China [new in 2021]• Inappropriate protective clothing during hot weather [new in 2021]• Fairness and equity across all levels [new in 2021]

*Indicative sense that we now have strong foundations for being a **good company** but people want more so that they feel respected, valued and able to grow with the company*

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

