

Our manifesto for Diversity, Equity and Inclusion

Our Vision:

Our vision is to *inspire every artist in the world* and whilst our beloved brand portfolio is the foundation of this vision, success will only come through our people - they are the ingredient that will make the difference.

We believe that if we can *inspire every person in Colart* then we will be able to make our vision a reality. Inspiration can only thrive within a strong Colart culture that:

1. *Feels like a family* – this means creating a place where we can belong; a place where we can grow and feel safe; and a place where we have complete trust that the Colart values will be at the heart of everything that we do and,
2. *Acts like a high performing team* – this means achieving results through being collaborative, fully connected with clear, shared goals and a drive to always do better.

Our Mission:

To actively embody what *family* means, we know that we must live up to our people promise to build a healthy working environment based on respect, dignity and collaboration and only in this way can we ensure Colart is a place where people want to be.

For this reason, our mission is to ensure our culture is both diverse and inclusive, recognising, respecting, and valuing differences based on ethnicity, gender, colour, age, race, religion, disability, sexual orientation and many other individual characteristics and experiences such that anyone and everyone can both succeed and grow whether professionally or personally in Colart.

Why Diversity, Equity and Inclusion is important to Colart:

These differences, life experiences and personal perspectives help us react appropriately, think differently, approach challenges, solve problems, make decisions, and see opportunities through the lens of diversity and inclusivity.

In effect, diversity in our people and creating an environment of inclusivity enables diversity of thought and action opening Colart up to creative opportunities and lasting change. This creation of fairness and equity is not only the right thing to do but fundamental to superior and sustainable business performance through the impact of our people.

What Diversity, Equity and Inclusion means:

Diversity is about recognizing, respecting, and valuing: -

1. Differences based on ethnicity, gender, colour, age, race, religion, disability, gender identity and expression, national origin, and sexual orientation.
2. An infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, military experience, parental

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status, privilege and other variables that influence personal perspectives and opportunities.

Inclusivity is about ensuring fairness, respect, equality, dignity, autonomy and collaboration. Inclusivity is holistic, active and deliberate and it cannot be passive or incidental.

How we will measure progress:

We will monitor our culture against clear, quantifiable and openly measured targets.

These KPIs will not only reflect the gaps that exist in Colart but also show over time whether we are making the required progress.

Targets will focus on:-

1. Evidence of increasing the sense of belonging across the business.
2. Fair and equal representation across Colart functions.
3. Fair and equal representation across our leadership levels.
4. Zero tolerance of behaviours that conflict with the needs of an inclusive culture.
5. Evidence of listening to our people and responding appropriately.
6. Evidence of retaining great people in our business and enhancing our ability to bring in new skills.
7. Evidence of increasing awareness and understanding about the needs and importance of diversity and Inclusivity.
8. Retention rates of people from minority groups.

What we will do:

There are four key work streams we will focus on to build an inclusive culture:

1. Education and awareness:

This starts with educating our senior leadership before we look to enhance awareness in our people.

We will ensure everyone understands our vision, values and strategy with a view to ensuring people understand how they connect to the business. This connection will increase their sense of belonging.

We will engage everyone in training of bias and micro/macro aggressions: educating everyone to take responsibility for their language and actions. Whilst we know that mistakes can be made, a focus on intent, impact and accountability will ensure people take responsibility not to repeat these mistakes.

Creating a *space* for continuous, individual learning and sharing will underpin the education for:-

- Awareness, sensitivity and understanding.

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- How to make a difference.
- Seeing power of marginal gains – step by step.

2. Connecting our people:

We will seek integrated experiences using all channels open to us to create seamless journeys to strengthen awareness and connectivity. We will identify our different audiences and consistently communicate relevant content and communications fit for our different channels.

Focus will be given to using standardised tools to reduce complexity and duplication, allowing for greater flexibility and accessibility for all teams. There will be the opportunity for discussion and sharing of views through using many routes such as: -

- Mentoring
- Surveys (see appendix 1 for suggested D&I questions)
- Workshops
- Hackathon

Our aim will be to give people the skills so that we all become ambassadors for our desired culture as well as change makers for progress.

Connection will be supported by the creation of a **Diversity, Equity and Inclusion Council** in each Colart Region (and working together globally) responsible for working collaboratively to advocate and support diversity in the region's community. The mission of each Council will be to:

- Promote greater diversity in the company by recommending strategic initiatives to recruit, support, and retain talent from diverse backgrounds.
- Implement thoughtful, practical, iterative, and innovative strategies proposed by the DEI Team and Senior Leadership Team to cultivate a culture where diversity, equity and Inclusivity are respected and intentionally valued.
- Promote participation to all employees in activities supporting Diversity, Equity and Inclusion in our community.
- Communicate diversity and Inclusivity initiatives, actions, and results in a timely manner.
- Link actions to the Wellbeing agenda.

3. Using Data and Insights:

We will use the Splash system to consolidate data and develop analytical frameworks that allow us to track and measure trends and differences. With these analytical insights together with results from surveys, we will identify actions for improvement.

Analytics will include: -

- Reviewing engagement, retention, induction and exit data
- Tracking headcount by demographic

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- Mapping gaps in demographic representation and reward across all business levels
- Measuring individual and team performance with diversity data
- Reviewing collaboration across the business
- Reviewing succession plans
- Evaluating candidate applications by demographic
- Tracking tangible business outcome and benefits because of Inclusivity initiatives

4. Process review:

Having identified actions for improvement through the Diversity and Inclusivity Councils and the data insights, we will work to change identified processes that are no longer fit for purpose or need re-focusing.

Included within this review, will be constant update of the Colart website and intranet and this will include review of promotional materials to be consistent with the Colart Diversity and Inclusivity manifesto.

Core process that we will focus on the people cycle: -

- **Joining the Family**
 - *Recruitment* tools and gateways to ensure we attract people from identified marginalised groups with a view to seeking better representation of people across every function and business unit.
 - *Induction* processes to ensure we optimise the feeling of Inclusivity and belonging for every new joiner to Colart whether they work on site or remotely or a mix of the two with blended working.
- **Employment Needs**
 - *Terms and conditions* confirmation to ensure all aspects of employment are easily accessible and updated as appropriate.
 - *Benefits and support* availability are easily accessible and updated as appropriate to ensure people in marginalised groups are not being missed.
- **Learning and Development**
 - *Career development* through launching initiatives for people in marginalised groups to ensure we meet the needs of their situation or stage of their career with a view to improving the diversity throughout the hierarchy of Colart.
- **Reward and Recognition**
 - *Acknowledgement* and recognition for people who advance the values of diversity, equity and Inclusivity.
 - *Reward* equity across all our business levels together with the creation of benchmark salary bands to enhance transparency and fairness.
- **Wellbeing and Engagement**
 - *Inclusivity* is the foundation of all activities and initiatives to enhance the reach of all wellbeing support activities.
 - *Listening* to people across all audiences to ensure we are hearing all voices.

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- **Leaving the Family**
 - *Exit interview insights* tracked to enable corrective action to be taken to enhance diversity so that Colart becomes a more attractive place to be.
 - *Alumni connectivity* networks are built and sustained to reinforce the sense of belonging can continue beyond employment.

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Appendix 1

Proposed Diversity and Inclusivity questions for a survey:

1. **Fair treatment** — People in Colart who help the company achieve its strategic objectives are rewarded and recognised fairly.
2. **Integrating differences** — People in Colart respect and value each other's opinions.
3. **Decision making** — Members of my team fairly consider ideas and suggestions offered by other team members.
4. **Psychological safety** — I feel welcome to express my true feelings at work.
5. **Trust** — Communication we receive in Colart is honest and open.
6. **Belonging** — I feel part of the Colart family.
7. **Diversity** — Leaders in Colart are as diverse as the broader workforce.