

ESAB Improved EX and Boosted Engagement By Acting on Employee Listening

The Organization:

ESAB Corporation (ESAB or the Company) is a world leader in connected fabrication technology and gas control solutions. ESAB believes the progress we make today makes the world we imagine possible. ESAB is built on the legacy of Swedish engineer Oscar Kjellberg, who produced the world's first welding electrode and founded **Elektriska Svetsnings-Aktiebolaget** (ESAB) in 1904. He launched a company whose innovation and uncompromising standards have helped create the history of welding itself.

As ESAB Corporation, we seek to strengthen our position as global pioneers in world-class manufacturing technology – a reputation we've strived to achieve and sustain since our founding. Today, with 9,000 employees located across 47 countries, ESAB brands have been innovating new technologies, reaching new milestones, and writing the history of welding for more than a century.

Adopting the proven principles of continuous improvement, we utilize ESAB Business Excellence (EBX) as our operating model, based on the Danaher Business System. EBX is fueled by our core values and is the foundation of our approach to business, and its implementation has set the stage for rapid growth.

While continuing to build a global team as diverse and talented as those we serve – and with relentless accountability for positive results to ourselves, our customers, and the communities in which we operate – we aim to become a \$4 billion enterprise and expand into adjacent industrial technology segments over the next several years.

The Challenge:

- Align global team members with our corporate culture and strategic priorities.
- Enhance the talent lifecycle, health & safety initiatives, and overall employee experience.
- Address challenges in merging cultures post-acquisition, ensuring smooth onboarding of new team members.

The Solution:

- Gathered feedback on communication effectiveness, talent lifecycle value, managerial interactions, team collaboration, health & safety initiatives, and overall employee experience.
- Implemented 30-day baseline and 90-day follow-up surveys to support cultural integration post-acquisition, complemented by focus groups for in-depth insights.
- Engaged in targeted discussions to identify improvement areas and gather innovative solutions from team members.
- The Talent Management team monitored and supported the implementation of action plans derived from team feedback.



The Impact:

- Achieved high response rates from manufacturing locations, providing a robust data set for actionable insights.
- Identified 1-2 focus areas per location, leading to tailored action plans and ongoing monitoring of progress.
- Shared "Survey in Action" success stories via the Intranet and TV screens at key locations to celebrate improvements and maintain visibility of positive changes.
- Recorded double-digit favorability increases year-over-year in Change Management, Continuous Improvement, and Clarity of Direction at key manufacturing sites, evidencing the positive impact of the strategy.