

Dear Colectivo team members:

We enter 2021 with optimism, bolstered by signs that the world may return to “normal” in the coming year.

And as we reflect on 2020, the magnitude of the challenges is still shocking. Many companies in the industry failed. And while we did not, we will be the first to acknowledge that we did not do everything perfectly - or even well - in the chaos of a global pandemic and parallel social justice movement.

It is at times like this that we need to dig deep and rely upon our core values - specifically our goal of continuous improvement - to help us get back to that special place and spirit that is inherent in the Colectivo culture.

2020 was about survival - and you helped us do that with quick pivots and adaptations. Our people, our products and our customer experience have all allowed us to survive. What we created as a team allowed us to survive. For example, during this time, 50% of our transactions were digital, and made on a digital platform that didn't exist before 2020. As a team, we made that possible as a part of our mission to be remarkable.

The only way to continue to thrive and provide top tier wages, benefits, community investment, and customer experience is to stay focused on our mission. The International Brotherhood of Electrical Workers does not share that mission. They don't know our business and they don't know your needs. They don't know how to compete in our industry. Their presence is not in the best interest of our continued, collective success as one team as we drive towards our mission.

As part of this organization, you have gotten to know us as people. It is quite likely that we share progressive values. It is quite likely that you were drawn to our deep passion for the communities in which we live and plant roots. It is quite likely that you share in our desire to support local businesses, vendors and neighbors. We want to be clear that as people with progressive values, we are not against the right to organize, and we are not anti-union. However, we do believe very strongly that this union, the International Brotherhood of Electrical Workers, will not solve the challenges of this company and will not make your Colectivo experience better.

We have heard the call for accountability. Since September, LaShonda Hill, director of Human Resources, has been working tirelessly to reconfigure our HR practices through our Remarkable People strategy, which includes a focus on training and development, diversity and inclusion and increased communication.

And soon you'll meet Tom McLaughlin our new VP of Cafe Operations whose job it is to be on the ground in the cafes on a daily basis to help us be more responsive to the daily operational needs of our co-workers and our customers. LaShonda and Tom are joined by several other

new high-caliber leaders who will continue to help Colectivo deliver on its mission and represent our accountability to you.

We want to be clear: we are pro-employee, and we are optimistic about our future together. We recognize that we can do better, and we understand that you don't feel adequately heard. But we believe we can solve those problems together without the interference of an outside group with no frame of reference with our company or with our industry. A "no" vote for the International Brotherhood of Electrical Workers is a vote of support for Colectivo and the culture that we have created together. We humbly ask for your support.

Very Truly Yours,

Lincoln, Paul and Ward (owners)
Dan (CEO)