



WE STAND TOGETHER

Our Inclusion, Diversity and Equity Journey

OUR UNWAVERING COMMITMENT

The Sherwin-Williams Company is committed to advancing a culture of inclusion where our differences are welcomed, celebrated and appreciated to positively impact our people and business.

LEADING WITH INCLUSION

We deliberately place inclusion ahead of diversity as we continue to advance our culture and outlook for future success. We celebrate each other's differences and similarities to encourage the full engagement and development of all employees, which in turn allows us to better reflect and serve our customers and communities around the world. We believe diversity is about being different – together – and when we embrace those differences through inclusion, we win – together.

GOALS AND ASPIRATIONS

“Driving inclusion, diversity and equity is crucial to our customers, our shareholders, our people and the long-term success of the Company. While we have made progress, I continue to hold myself and my leadership accountable for accelerating our efforts by advancing a culture of inclusion and equity.”



— John G. Morikis,
Chairman and CEO



ATTRACT MORE UNDERREPRESENTED GROUPS INTO THE TALENT PIPELINE

Expand qualified pipeline to ensure representation of women, underrepresented racial/ethnic groups, LGBTQ+, people with disabilities, as well as a mosaic of diversity of thought and experience into early talent programs



INCREASE THE NUMBER OF UNDERREPRESENTED GROUPS IN LEADERSHIP ROLES

Encourage more intentional pathways to leadership roles for women, under-represented racial/ethnic groups and other underrepresented talent



DRIVE EMPLOYEE ENGAGEMENT

Build on our culture of inclusion and belonging to ensure that a diversity of thought and experience thrives and influences performance



GIVEN OUR CURRENT ENVIRONMENT, WE HAVE ASPIRATIONAL GOALS TO:

- Increase women in management roles to 30% by 2025
- Increase underrepresented racial/ethnic groups in management roles to 30% by 2025 (U.S.)
- Achieve and improve upon a favorable Inclusion Index

OUR ID&E JOURNEY

Sherwin-Williams is a 155-year-old company that has committed to making inclusion, diversity and equity both a moral and business imperative now and for decades to come. Although we have been on this journey for some time, we remain focused on continuously enhancing our efforts for greater impact. Led by Chief Executive Officer John Morikis, we are committed to creating a culture that is inherently inclusive and valued throughout the organization. In 2020, we elevated our efforts by formalizing our Office of Inclusion, Diversity and Equity and naming Yentil Rawlinson our Vice President of Inclusion, Diversity and Equity.

We are proud of the progress we have made to foster an inclusive, diverse culture – but we also understand we have more work to do. With the right leadership and foundation in place, we are on a path to accelerate our inclusion, diversity and equity (ID&E) efforts for the benefit of our employees, customers and communities.



THE BUILDING BLOCKS FOR ACHIEVING OUR ID&E GOALS

When we set out to do something at Sherwin-Williams, we are dedicated to succeeding – and inclusion and diversity is no different. Our Building Blocks shape our approach to advancing our efforts and achieving our Company goals to attract underrepresented groups into early talent programs, increase underrepresented talent in leadership roles and drive employee engagement.

BUILDING BLOCKS

PROGRESS TALENT:

Integrating equity practices, processes, tools and resources into annual talent review and succession planning

DEVELOP & ENGAGE TALENT:

Investing in our people by providing cross-divisional networking and learning opportunities to drive retention, progression and engagement

FILL THE PIPELINE:

Attracting the best talent and strengthening our brand as an employer of choice

EDUCATE & COMMUNICATE THE BUSINESS CASE:

Building awareness of inclusive leadership behaviors to leverage the unique contribution of each employee to positively impact our people and business results



STRONG COMMITMENT STARTS AT THE TOP

We believe ID&E is everyone's responsibility, and that starts at the top with a strong commitment from our executive leadership. Our leaders demonstrate the importance of inclusion, diversity and equity by serving as visible, vocal champions within the organization and the community.

CEO Action for Diversity & Inclusion™

In 2018, Sherwin-Williams joined the coalition of more than 1,400 CEOs pledging to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss inclusion and diversity.

Conscious Inclusion Training for Senior Leaders

We have held Conscious Inclusion Sessions designed to help leaders and allies be continually mindful of unconscious biases and provide them with practical actions they can take to create and lead more inclusive teams. To date, 100% of senior leaders have attended an ID&E learning session.

CEO Forums on Inclusion

Since 2018, CEO John Morikis and members of the executive team have hosted CEO Forums on Inclusion across our various U.S. locations. The forums encourage open dialogue on how employees are feeling about how well the Company is addressing inclusion, diversity and equity issues.

In addition, each division supports our journey to fostering an inclusive culture by:

- Developing division-specific action plans and initiatives to foster workplace inclusion and improve workforce diversity
- Implementing best practices to drive engagement through inclusion and become an employer of choice for the best talent
- Monitoring and tracking key performance metrics to identify successes and opportunities





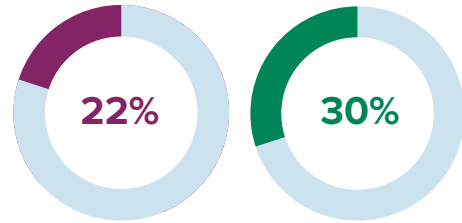
2020 WORKFORCE DIVERSITY HIGHLIGHTS

We believe tracking data is key in driving accountability to increase the diversity of our workforce and better reflect the customers and communities we serve. We recognize we are early in our journey, and we are committed to increasing diversity at all levels of the Company.

Board of Directors

22% of board members identified as underrepresented racial/ethnic groups

30% of board members identified as women



Overall Workforce

33% of all U.S. employees identified as underrepresented racial/ethnic groups



25% of all global employees identified as women



Senior Leadership

21%

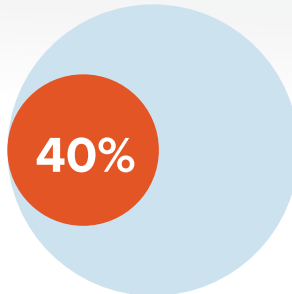
of Vice Presidents appointed in 2020 identified as underrepresented racial/ethnic groups

58%

of Vice Presidents appointed in 2020 identified as women

Early Talent

40% of U.S. management trainees identified as underrepresented racial/ethnic groups



Management Level

26%

of employees in management roles identified as underrepresented racial/ethnic groups

26%

of employees in management roles identified as women



1 out of 3 management trainees identified as women

ENGAGING OUR PEOPLE

100%

of senior and executive leaders have attended an ID&E learning session

8% turnover

(average annual rate, as compared with an industry benchmark of 14%)

100+

women's networks

'WE STAND TOGETHER' ENCOURAGES OPEN DIALOGUE

At Sherwin-Williams, respect for our employees is a business imperative. We stand together and embrace all facets of diversity. Treating all employees with dignity and respect comes before anything else.

In 2020, Sherwin-Williams expanded and reinforced our commitments to inclusion, diversity and equity with our We Stand Together platform. Our CEO, John Morikis, held special CEO Forums on Inclusion to engage in open and honest dialogue. The forums gave employees the

opportunity to share personal experiences in a safe environment and engage in candid conversations about race, social justice, inclusion and mutual respect with fellow colleagues and leaders. We have been listening and learning to understand what our employees are feeling and reinforcing our allyship during these challenging times.

OUR TEAM. OUR FAMILY.

GUS VICE PRESIDENT, BRAND MARKETING Cleveland, OH

"We are on a constant journey to creating a more inclusive, diverse Sherwin-Williams. We continue to become more open in how we talk about ID&E, as well as how we think about its role in each part of our business. As a leader in brand marketing, I enjoy collaborating with our Office of Inclusion, Diversity and Equity to ensure our brands align with who we are as a company. We have made impactful changes to our approach that demonstrate our commitment. It is great to work for a company that recognizes the value of ID&E and applies extreme focus to this area."



OUR TEAM.
OUR FAMILY.

CÁSSIA EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER Sao Paulo, Brazil

"I joined Sherwin-Williams 15 years ago, and every day its values and culture show an alignment with my own values, which makes me feel at home. It is great to work for a company that respects people and offers opportunities for professional growth and learning, as I was offered. We give employees the freedom to share ideas and suggestions that have real impact on the business. I take pride in working for Sherwin-Williams, doing my job as I believe to be the best way, and working with transparency and clear objectives."



FORBES BEST EMPLOYERS FOR



DIVERSITY 2020



WOMEN 2020



VETERANS 2020



NEW GRADS 2020



DIVERSITY 2019



WOMEN 2019



NEW GRADS 2019



ADVANCING ID&E IN OUR WORKPLACE

As one of our Guiding Values, people represent the foundation of our success and are our key differentiator. We strive to attract and nurture a team that reflects diverse backgrounds and perspectives, embraces our inclusive culture, and reflects the customers and communities we serve.

Our talent pipeline partnerships and early talent training programs play a critical role in attracting people with unique skills and experience and building a diverse pipeline of employees. Each of our divisions is responsible for nurturing our people through division-specific action plans and initiatives, and our Employee Resource Groups support the development of talent and provide opportunities for growth and advancement.

OUR TEAM.
OUR FAMILY.



PAM
DISTRICT
SALES MANAGER
Dallas, TX

"I am a second-generation Sherwin-Williams employee. My stepfather worked as a paint mixer at our plant in Garland, Texas. As a kid, I remember thinking he had the coolest job because we would go to Family Day each year. I didn't make the connection that he worked for Sherwin-Williams until college when a Company recruiter came to my marketing class to talk about career opportunities. Life is funny; as a kid I was just happy to be a part of Sherwin-Williams' world, not realizing that one day it would be a part of mine. I was

hired into the Management Trainee Program, and from day one, I've felt that the people here care about me and have invested in my well-being. I was told I could do whatever I put my mind to, and for me, that has been a part of my everyday purpose, not only as a District Sales Manager but as a leader for the African-American Network across all our business units. In 2018, I had the opportunity to participate in the CEO Forums on Inclusion where I could share my ideas for fostering inclusion, diversity and equity. I take pride in being an inclusive leader, being the change I want to see and supporting others to do the same."

DRIVING INCLUSION AND EQUITY IN THE AMERICAS GROUP




As our largest business unit with more than 4,700 Company-operated stores. The Americas Group has been on an inclusion journey for some time. The group, made up of over 32,000 customer-facing employees, places strong emphasis on acceptance and relatability. The group focuses on equity across the employee base, by providing all employees the skills training and professional development they personally need to fulfill their role. In addition, the stores and their employees focus on reflecting the diversity of the communities they serve.

OUR TEAM.
OUR FAMILY.

RUDY **VICE PRESIDENT, MARKETING**
Dallas, Texas

"Sherwin-Williams is a dynamic company that has consistently driven positive change and progress. When I started with the Company, there were few people working for Sherwin-Williams who looked like me and even fewer in leadership positions. While we still have work to do, I'm proud to be a part of the progress that we're making and the deliberate action that is being taken to drive inclusion, diversity and equity. One thing that hasn't changed is how we consistently treat our people, our customers and our communities with honor and respect. Ethical and responsible behavior has been and will always be a big part of our success."





ADVANCING WOMEN IN THE WORKPLACE

Sherwin-Williams has sought to engage and advance women in the workplace for over 100 years, beginning with the Women's Club, which was established in the early 1900s. Today, we have more than 100 women's networks across our divisions dedicated to providing women with networking, professional development and learning opportunities.

Our largest women's networking event occurs annually at our national sales meeting. Each year, we have hosted women's networking events to ensure engagement among women and their allies from all parts of the Company. Attendance has grown over the years, with over 1,500 attendees in 2020. The event features a keynote speaker and the announcement of the Sherwin-Williams' annual women's inspiration award.



OUR TEAM.
OUR FAMILY.



NANCY

**VICE PRESIDENT,
ARCHITECTURAL STRATEGY**
Cleveland, OH

"When I joined Sherwin-Williams more than eight years ago from a competitor, I knew this was a performance-driven, accountable culture. What I didn't realize, and really appreciate, is how globally-minded the Company is: being diverse and inclusive enables us to engage on a global scale. At every step, people have bet on me with formal and informal sponsorship and encouraged me to think outside the box. The leadership training is world-class and the executive coaching is ongoing. The business continues to benefit from our ability to challenge the status quo."



VERONICA

**ASSOCIATE DIRECTOR,
INNOVATION ENGINEERING**
Cleveland, OH

"I was recruited through the National Society of Black Engineers when I graduated from the University of Michigan in 2006. During my recruitment process, I met with five or six senior leaders at the Company and the opportunities for advancement were quite clear. I was part of a diverse group in the Accelerated Development Program and received a lot of guidance and encouragement from my mentors throughout my career. Today, I am in a role that was created from scratch, and I take joy in the flexibility and support I have at Sherwin-Williams."



CREATING OPPORTUNITIES WITH EMPLOYEE RESOURCE GROUPS

Our Employee Resource Groups (ERGs) provide connection and discussion among diverse employee groups and their allies. They advance safe spaces that empower employee voices and ensure our people feel comfortable bringing their authentic selves to work. These employee-led networks and programs are supported at the executive level and advance our ID&E commitment through networking, professional development, community involvement and alignment with business objectives.

Sherwin-Williams offers ERGs for various groups, including:

African-American	Military/Veterans
Hispanic/Latinx	Multicultural
LGBTQ+	Women

In addition to building connections, employees engaged in an ERG often benefit from opportunities and career growth they may not otherwise have the opportunity to experience. Employees are equipped with the tools and mentorship to thrive in our “promote from within” culture and often find long-term success at Sherwin-Williams.



**OUR TEAM.
OUR FAMILY.**

DIEGO DISTRICT SALES MANAGER Chicago, IL



“I started at Sherwin-Williams as an intern and was hired as a Management Trainee. When I began my career, I started in a role where I felt I could best use my skills and Hispanic culture – a place where I could shine but also feel comfortable because I was familiar with the customer base. Once I decided I wanted to be in a management role, my leaders invested in me to help accelerate my growth with training and development opportunities. I was able to get the experience I needed to be a successful manager. As a leader of the Chicago Multicultural ERG, I strive to provide members of the group with the same encouragement and support I received so they can flourish.”

LAUNCHING PRIDE WORKS

Our Pride Works ERG provides the opportunity for members and allies of the LGBTQ+ community to celebrate their truth and feel free being open in the workplace. The group has focused on educating fellow employees to create awareness and allyship.

Pride Works led the creation of an employee video celebrating National Coming Out Day. The video included messages from LGBTQ+ employees and their allies in support of the community and individuality. [The video](#) had a positive impact across the organization and fostered new conversations among employees, as well as with their friends and families.



PROMOTING INCLUSION, DIVERSITY AND EQUITY IN OUR COMMUNITIES

Giving back has always been a part of Sherwin-Williams, and we embrace the opportunity to support inclusion, diversity and equity within our communities. Our efforts are often employee-led and focus on where we can have greatest impact with our skills and resources.

2020 initiatives included:

- **Minneapolis, Minnesota:** We contributed to the healing and rebuilding of the city through product donations and financial support, with an emphasis on supporting minority-owned businesses. This was done in response to the death of George Floyd and subsequent violence that took place in Minneapolis, our “second home” due to our acquisition of Valspar.
- **Chicago, Illinois:** The Chicago African-American Resource Group organized a “Supply Drive for the Homeless,” gathering toiletries donations at each of the region’s 109 local stores. The collection ran through October and included an online campaign for additional donations.
- **Cleveland, Ohio:** The Women’s Club raised \$70,000 through a virtual run, which had 800 global participants. Funds from the event were donated to Youth Challenge, an organization dedicated to helping young people with physical disabilities experience adapted sports, recreation and social growth activities.
- **Northeast Ohio:** Sherwin-Williams is an in-kind partner to PCs for People, an organization focused on bringing digital inclusion to low-income individuals and nonprofits. We have committed to diverting as many usable PCs as possible from recycling into the hands of needy students and families in Northeast Ohio.



PROVIDING A FRESH COAT OF CARING DURING NATIONAL PAINTING WEEK

Each year, our employees from more than 4,700 neighborhood Sherwin-Williams stores across the U.S. and Canada partner with local organizations to find projects that could use a fresh coat of paint in celebration of National Painting Week. In 2019, Sherwin-Williams donated 7,000 gallons of paint and our employees volunteered over 26,000 hours of their time. Many of these projects were in underserved communities and helped numerous organizations that serve under-represented populations. Due to COVID-19, National Painting Week in 2020 was postponed indefinitely. For more information, visit [sherwin-williams.com/national-painting-week/](https://www.sherwin-williams.com/national-painting-week/)



COMMITMENT TO SUPPLIER DIVERSITY



Inclusion, diversity and equity touch all aspects of our business, including our supply chain. We are committed to providing opportunities for all businesses, including qualified minority, female-owned, veteran and small businesses. We thoroughly evaluate the suppliers with which we do business, with a goal to create a supplier base that exemplifies inclusion and represents the diversity of our employees, customers and communities. We take an integrated approach to addressing this issue – by involving our teams from procurement and supply chain management.