

**PPG Fast. Forward.**  
**Ways of Working**  
*Key Messages*

**To deliver sustained, top-quartile growth and performance, we must reimagine our Ways of Working to identify accelerators and eliminate barriers to our growth, with areas of focus including productivity and innovation, cultural transformation, and organizational alignment.**

- We will incorporate the lessons we've learned from the COVID-19 pandemic to drive innovation, growth and productivity; enabling our ambitions by living The PPG Way; and providing continued opportunity for talent development.
- We will create a higher performing PPG by prioritizing the most critical work to be done, and defining how, by whom and where the work is done, to deliver results to our shareholders, employees, customers and communities.

**In our initial phase, we will focus on reframing the way we think about work at PPG.**

- We will encourage employees to:
  - Identify first **WHAT** work is most important to growth,
  - Confirm **HOW** work should be done and **BY WHOM**,
  - And finally determine **WHERE** work gets done.
- We will launch a global Flexible Work Arrangements policy in late October 2020, to allow employees interested in a flexible work arrangement to work with managers to select from a common list of six flexible work arrangements and make use of a common process to select, measure and evaluate these programs.
  - Flexible work arrangements demonstrate The PPG Way tenet of "We trust our people every day in every way."
  - Flexible work arrangements have been shown to improve productivity, increase diversity and improve employee engagement.
  - When employees have flexibility and control to manage where, when and how they work, they deliver better results, and both the employee and the company win.
- Changing technology, particularly the Microsoft 365 suite of collaboration tools, will facilitate new ways of working and greater connection between employees, regardless of their work location.

**As time progresses, we'll focus our Ways of Working initiative on three areas:**

- **Productivity and innovation:** We will look to leverage new technologies, including artificial intelligence and we'll examine agile ways of working, empowering our people to continue to do better today than yesterday, every day.
- **Culture transformation:** We'll embed The PPG Way values in our hiring, assessment and development, fostering a high performance culture known for results, speed, innovation and collaboration.
- **Structure and Talent:** Our future organization will be structured for accelerated growth, performance and effectiveness. We'll focus on strategic capability building in the areas of selling, digital, leadership and we'll broaden diverse talent pools, leveraging and retaining diverse talent. We'll also improve onboarding, and provide robust assessments and development.
  - One early example of structuring new, 'One PPG' organizations, is PPG's newly formed Auto Parts business.
    - This team merges existing groups from automotive OEM and industrial coatings inclusive of APAD, APAF, Wheel, Interior and Heavy Duty Commercial vehicles as a singular business.
    - This team is leveraging PPG's deep automotive OEM connections, along with strong access to the Tier suppliers, and technical capabilities of both legacy SBU's to deliver growth and success.
    - The Auto Parts business will be charged with delivering differential growth and value through a deep understanding of the customer and end markets, leveraging OEM qualifications, serving unmet customer needs and focused product development.
    - This team will have ownership of the Auto OEM Tier 1's and will work closely with the OEM and Industrial teams to ensure a One PPG view across the value chain.
    - We expect this new organization to grow business with the Tier 1 accounts, but also cascade incremental business from the Tiers into PPG service businesses.

**30-second messaging**

To deliver sustained, top-quartile growth and performance, we must reimagine our Ways of Working.

Our initial focus will be on implementing lessons learned from the work structure we employed during the pandemic; implementing flexible work arrangements and leveraging technology.

Longer term, we'll focus on productivity and innovation, cultural transformation and optimization of our structure and talent to leverage new technology, embed the PPG Way in all steps of the employee life cycle and expand our strategic capabilities for growth.