

The PPG Way



The Elevator Pitch

- Today, most of our businesses are evolving in a fast-changing environment. This requires us to be even faster and to continuously adapt.
- The labor market is extremely demanding and technologies are disrupting markets.
- What it takes to be successful today is different from what made us successful in the past.
- That is why we have launched the PPG Way.
- It can help make PPG a more agile and innovative company, while nurturing our passion for winning and fine-tuning our customer focus.

Supporting Statements

- The digital revolution is transforming our markets – including our end-markets. For example, not all young drivers place a high priority on car ownership. Many believe getting from Point A to Point B is all that matters. The color of a car is also less important. This changes the foundation of coatings suppliers that still rely heavily on the automotive industry.
- Nearly 8,000 employees participated in a recent global culture survey. Results consistently showed a great customer focus and results orientation. But, results also showed a belief that we are too conservative, short-term focused, formal, rigid and risk-averse. When we operate in silos, we are unable to fully leverage our scale.
- We are addressing this through the PPG Way.

Guidance to “Make it Land”

- **Highlight cultural observations:** The feelings of PPG employees are well-represented in the global culture survey. Not all employees might yet recognize the PPG Way, but they certainly recognize the observations that were the basis for the PPG Way.
- **Recognize that the PPG Way is the aspired culture:** Some aspects of the PPG Way are more part of the current work culture (such as winning and customer focus) than others (“One PPG,” and being nimble and agile).
- **Use personal examples:** To illustrate the transformations that surround us, talk about your personal experiences. For example, a millennial relative who doesn’t want to own a car, or makes career choices in a different way than you did.
- **Find your personal passion:** Imagine and use examples to discuss the culture we aspire to create. Identify cultural observations you would love to change immediately. Share everyday examples of obstacles you face and how you are moving beyond that to embrace changes.
- **Recognize the journey and the “sprints”:** There will be short, quick changes. And there will also be longer, more complicated (boulder) changes. It will not be one change, or one person; it will be a collective effort. We cannot dwell on the past. Acknowledge it, but then determine – and champion – how you will move forward.
- **Stress your personal commitment:** Discuss the one behavior from the PPG Way that you commit to fully embrace **NOW**. Ask for the team to hold you accountable. Show that it just takes one behavior change from each of us to start a companywide MOVEMENT.



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