

## HUMAN CAPITAL RESOURCES

We believe our people are central to the foundation and future of the Company's success. Our culture and commitment to our people are important factors in attracting, retaining, developing and progressing qualified talent. At December 31, 2021, we employed 61,626 people worldwide, of which 78% were in the United States and 22% were in other global regions.

**Purpose and Culture.** Our commitment to our people is embedded in our corporate purpose and guiding values. Our purpose is to inspire and improve the world by coloring and protecting what matters. We fulfill this purpose through the development, manufacture, distribution and sale of innovative paint and coatings products, striving to deliver benefits for all major stakeholders, including our employees. The Company's seven guiding values — integrity, people, service, quality, performance, innovation and growth — influence how we fulfill our purpose, emphasize our commitment to our people and serve as the foundation of our culture of excellence. We value and support our people through, among other initiatives, our inclusion, diversity and equity, talent acquisition, employee engagement, and occupational health and safety initiatives, and our employment practices and total rewards programs.

**Inclusion, Diversity and Equity.** We are committed to fostering a culture of inclusion where differences are welcomed, appreciated and celebrated to positively impact our people and business. Reflected in the Company's Code of Conduct and reinforced through our actions, training and attitudes, fostering an inclusive culture is a moral and business imperative. The building blocks of our inclusion, diversity and equity strategy include:

- *Educate and communicate to drive success:* Building awareness of inclusive leadership behaviors to leverage the unique contributions of each employee to positively impact our people and business results.
- *Fill the pipeline with the best talent:* Attracting the best talent pool that reflects the diversity of the communities in which we serve and do business.
- *Develop and engage talent by investing in our people:* Investing in our people by providing networking and learning opportunities to drive retention, progression and engagement.
- *Progress talent by embedding equity into talent planning:* Embedding equity into talent practices, processes, tools and resources at all levels.

Our continuous efforts to create a supportive, welcoming environment across our global footprint is the shared responsibility of all employees, including our senior leaders. Our senior leaders attend an inclusion, diversity and equity learning session to assist us in maintaining our commitment to leading with inclusion and embracing and leveraging the diversity of our workforce.

**Talent Acquisition and Employee Engagement.** We are committed to providing our people with opportunities to learn, grow and be recognized for their achievements. Through our integrated talent management strategy, we strive to attract, retain, develop and progress a workforce that embraces our culture of inclusion and reflects our diversity efforts. The Company's early talent programs, including our management trainee program, play a critical role in attracting and progressing a diverse pipeline of talent. During 2021, we hired approximately 1,400 talented people through our management trainee program as part of our long-term growth initiatives.

We are also committed to investing in our people by providing learning and employee networking opportunities to drive retention, progression and engagement and help them excel in their current and future roles. During 2021, our employees completed thousands of hours of online and instructor-led courses across a broad range of categories, including leadership, inclusion, diversity and equity, professional skills, technical and compliance.



**Occupational Health and Safety.** We are committed to providing safe and healthy working environments for our employees. We have a continued focus on Environmental, Health and Safety (EHS) excellence that involves enhancing employee health and safety, process safety, occupational health and taking reasonable preventative measures to reduce workplace injuries to protect the health and safety of our employees. We strive for incident-free workplaces — continuously assessing and developing the programs that are in place to help keep our employees, customers and communities safe.

Since the onset of the pandemic, we have implemented significant modifications to our health and safety programs, which were designed to protect the health and well-being of our employees and customers from COVID-19. These efforts have included, but are not limited to: requiring social distancing; permitting remote, alternate and flexible work arrangements where possible; enhancing cleaning and sanitation procedures; restricting domestic and international travel; developing return to work and visitor screening protocols; and postponing or cancelling the hosting or attending of large events.

**Employment Practices and Total Rewards.** We are committed to the fair, consistent and equitable treatment of our employees in relation to working conditions, wages, benefits, policies and procedures. To this end, the Company's policies and programs are designed to respond to the needs of our employees in a manner that provides a safe, professional, efficient and rewarding workplace. Our total rewards programs are designed to offer competitive compensation, comprehensive benefits and other programs to support employees' growth, both personally and professionally, and the diverse needs and well-being of our employees worldwide.

Over the past two years, we enhanced certain of the Company's benefits and practices to support the health and well-being of our employees through the challenges of the pandemic and significant supply chain disruptions caused by Winter Storm Uri and Hurricane Ida — two natural disasters that occurred during 2021. Our enhanced benefits have included tele-health, paid sick leave, family leave and voluntary leave of absence policies and programs. We also have rewarded our employees' resiliency and hard work and made changes in our business to encourage retention, including wage increases, reduced store hours and employee benefits enhancements.