

SHERWIN-WILLIAMS DIVERSIFIED BRANDS LIMITED

GENDER PAY GAP REPORTING 2019

Overview of Gender Pay Gap Regulations

New legislation came into force in April 2017, which requires employers in the UK with 250 employees or more to publish their gender pay gap each year. The gender pay gap data below has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The figures are taken from April 2018 payroll data.

Employers are required to report:

- the difference in the mean pay of men and women, expressed as a percentage;
- the difference in the median pay of men and women, expressed as a percentage;
- the difference in mean bonuses paid to men and women, expressed as a percentage;
- the difference in median bonuses paid to men and women, expressed as a percentage;
- the proportion of men and women who received a bonus; and
- the proportion of men and women in each of four quartile pay bands.

Company overview

The Sherwin-Williams Company was founded by Henry Sherwin and Edward Williams in 1866. Sherwin-Williams is a global leader in the manufacture, development, distribution and sale of paint, coatings and related products to professional, industrial and commercial customers globally. In Europe, the Middle East and Africa, Sherwin-Williams is focused on professional coatings for companies and industries. With the full breadth of innovative liquid and powder technologies, we provide high-performance coatings for all substrates, including metal, wood, plastics, and composites.

Sherwin-Williams Diversified Brands Limited ("SWDBL") is part of the Sherwin-Williams group. SWDBL employs a population of 322 employees in the UK (as at the "snapshot date" of 5 April 2018). It manufactures products for the DIY and Trade markets including interior and exterior wood paint, sealants and adhesives, paint brushes, and other ancillary products. We have household brands within our product portfolio - Ronseal, Thompson's, Purdy and Geocel. In 2018 we operated across three sites in the UK (Sheffield, Plymouth and Swaffham). In December we closed our Swaffham site as of 31 December 2018.

How our gender pay gap is calculated

Mean (the average) hourly pay

The mean pay gap is the difference between the hourly pay of all men and women employees, when added up separately and divided by the total number of men and women in the workforce.

Median (the middle) hourly pay

The median pay gap is the difference between the pay of the man and woman in the middle of our pay distribution, when all of the male employees and female employees are listed from highest to the lowest paid.

Gender Pay Gap Report for SWDBL

Here is a summary of the gender pay gap position for SWDBL as at April 2018:

- The mean gender pay gap is 20.4%. This is 3.6% lower than the figure reported in 2017 and still slightly higher than the national average of 17.4% according to October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures.
- The median gender pay gap is 16.9%. This is 8% lower than the figure reported in 2017 and lower than the national average figure of 18.4% according to October 2017 ONS ASHE figures.
- The mean gender bonus gap is 42.9%. This is an increase of 25.9% in the mean gender bonus gap based on the figure reported in 2017. The main reason for the increase is due to a reduction in the number of females occupying Director level and above roles, which has reduced the mean bonus payment across the female population receiving a bonus. The percentage means that on average our female employees were paid a lower bonus than our male employees in 2018 compared to 2017.
- The median gender bonus gap is 4.4%. This is a 22% reduction in the median gender bonus gap. The percentage shows that the woman in the middle of our female employee bonus distribution was paid a slighter lower bonus than the man in the middle of our male employee bonus distribution when all of the employees were listed from those receiving the highest bonus to those receiving the lowest bonus.
- The proportion of men who received a bonus payment in the 12 months up to 5 April 2018 was 66.5% while for women this was 44.9%.
- The proportion of men and women in each of four quartile pay bands is as follows:

2018						
	Women		Men		Total	
Quartiles		%	No.	%	No.	%
Lower	31	38.8%	49	61.3%	80	100%
Lower Middle	33	40.7%	48	59.3%	81	100%
Upper Middle	29	36.3%	51	63.8%	80	100%
Upper	14	17.3%	67	82.7%	81	100%
Total Employees	107	33.2%	215	66.8%	322	100%

The quartile table shows SWDBL workforce divided into four equal-sized groups based on hourly pay rates. Within SWDBL, the size of the UK workforce as at 5 April 2018 was 322. There is a majority of men employed in the business (215 men compared to 107 women). The overall makeup of the workforce is 66% men and 33% women. The number of men to women is higher across all quartiles.

There is a higher proportion of men across all quartiles compared to women. The job roles in the lower quartiles are typically manufacturing, filling and packing, warehousing and customer services. While manufacturing and warehousing have a higher percentage of males, the filling and packing and customer service roles are held by a number of female employees.

As we progress through the quartiles it becomes clear that males occupy a higher percentage of the more senior and technical roles. The job profiles in the more senior roles making up the upper quartiles are marketing, technical, engineering, sales and leadership.

In 2018 a total of 84 males left the company, of this group 45 were in the upper middle to upper quartiles. The total number of females leaving the business in 2018 was 63 females, of this group 17 held positions in the upper middle and upper quartile.

What are we doing to address the gender pay gap?

SWDBL, as referenced in the company overview is part of The Sherwin-Williams Group. As a global company with multiples businesses in the EMEA region we have company-wide enterprise initiatives and HR programmes. Some of which we have implemented and others we are progressing as proactive measures towards addressing the gender pay gap in the UK:

Diversity and Inclusion

We are an equal opportunities employer and committed to promoting equality. We have a clear policy on equality, and carry out annual pay and benefits audits and benchmark against industry and UK best practice. We have a systematic process for evaluating job roles and pay structures to ensure we maintain a fair pay structure.

Work-life Balance

We continue to appreciate the diverse needs of our employees and try to accommodate a work-life balance including the accommodation of personal responsibilities while still enjoying the benefits of a fulfilling career. We have a home working policy in place, and we offer flexible working options, including flexible working hours and part-time working where the business can accommodate such requests. We also provide enhanced maternity benefits on top of the statutory entitlement.

Learning & Development

We provide learning and development opportunities for our employees. We have enterprise-wide programmes for employees in senior leadership and managerial roles. We have a structured approach to improving opportunities for women to be considered as either high potential or an emerging leader or already occupying a leadership or managerial role. We also offer a self-learning platform through our global learning management system where some online training programmes are available to our employees as part of their continuous learning and development.

All of our employees are encouraged to work with their managers to create individual development plans. Our employees, through the Sherwin-Williams Talent Development function, have access to on-demand online learning, as well as classroom-based training which is available to employees to develop their core skills and competencies. This is in addition to the many varied job-specific training that is relevant to an individual's job role.

We also proactively work with our global Talent Development function to identify females for our High Potential Enterprise-wide development programmes which are available to employees who demonstrate high performance and potential to progress into leadership roles. These development programmes are fundamental to preparing employees for progression into leadership roles. In 2019 we will be looking to identify through our talent review process females demonstrating high performance and potential into leadership roles.

Our Continued Focus

We recognise we need to take all the necessary measures to ensure we maintain our efforts to date and to continually look at opportunities to promote gender diversity across our workforce. We have put steps in place, these include:

Gender monitoring:

In 2018 we commenced a project to extend the roll-out of our global candidate management tracking system (Taleo) to our UK businesses. With the implementation of Taleo we will be able to improve our recruitment and selection reporting and monitoring capability, an initiative we will implement in 2019. This will help us to understand:

- √ the number of and types of vacancies across our business;
- √ the proportions of men and women applying for jobs and being shortlisted;
- √ the proportions of men and women applying for jobs and being interviewed;
- √ the proportions of men and women applying for jobs and being appointed;

We already have in place an HR system where we can track records and report on:

- √ the proportions of men and women obtaining promotions and job changes;
- √ the proportions of men and women leaving the organisation and their reasons for leaving;
- √ the numbers of men and women in each role and pay band;

In 2019 we will continue to implement improvements in the following areas:

- √ the take-up of flexible working arrangements by gender and level within the organisation;
- √ the proportion of men and women who return to their original job after a period of maternity or other family-related leave; and
- √ the proportion of men and women still in post a year on from a return to work after a period of maternity or other family related leave.

Supporting Parents

We will continue to deliver training to line managers and senior managers on how to help employees before, during and on return from maternity and other family-related leave. In 2018 we harmonised some of our family-friendly policies. We have enhanced our maternity and adoption leave entitlement and the number of weeks for receiving full pay, and we have harmonised paternity pay.

Talent Development

Our employees have an essential role to play in the success of our business, and we believe that by investing in training and development, we will be able to provide our employees with the knowledge and skills, to not only do their job but also to fulfil their potential.

Our company holds an annual Talent and Diversity Review. The purpose of the review is to identify, assess and develop our existing and emerging leadership teams in support of current and future business objectives. A vital part of this process is a review of our diverse talent which ensures that we place focus on the development and progression of this pool of talent. An outcome of the talent review is an action plan which focusses specifically on the recruitment, engagement and talent development to support our diversity and inclusion strategy.

Women's Networking Forum

In 2019, Sherwin-Williams, the company plans to launch a "Women's Network" for our EMEAI region, providing meaningful leadership and professional networking opportunities across all levels of the organisation to help develop a world class team.

The Women's Network is part of a global initiative, and fully supported by the company Executive Leadership Team. The purpose being to promote an effective working culture to create a harmonious working environment and to coach and mentor female employees to reach their full potential.

A key aim for the Women's Network programme is to help advance the dialogue on gender in the workplace. Within the network, we will hold forums, events and training to develop a more inclusive culture and greater equality, leading to greater innovation, creativity and bottom line results.

Research & Development Career Paths & Talent Pipeline

In 2018, we launched career paths for our R&D workforce. The aim is to equip all R&D professionals with the right tools and resources to help them improve their career and by highlighting a technical or management path. This means we are not just promoting people who have a management career path in mind. The aim is to recognise and retain our technical talent by enabling career progression for technical experts without the requirement to manage people.

In 2019 we plan to set up a project aimed at building a talent pipeline across our R&D function regionally and to foster a culture of innovation. We will also be looking to identify female employees for our Research and Development learning paths. Although we have a very diverse intake of people in Research and Development roles, the progression of females in this field is not consistent, and this project will provide a platform to build on.

Talent Acquisition (TA)

In 2018 we moved our talent sourcing model to an in-house delivery model which has enabled us to improve our recruitment and selection processes and promote direct relationships with our internal and external candidates.

Performance Management

We will continue to take action to make sure our pay policies and people management practices are fair, which includes actively monitoring our performance management processes and a continuous review of annual performance results. We will continue to maintain a robust approach to merit increases, pay for new hires, and any other salary adjustments made during the year.

Declaration

I can confirm the gender pay gap calculations are accurate and have been collated in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Ezio Braggio

Regional President EMEAI

21 March 2019