



PEOPLE

Our Benjamin Moore founders once proclaimed to the marketplace that “Paint is no better than the character of its maker,” which explains perfectly why both the product and the people of Benjamin Moore are spectacular.

Benjamin Moore has 1,600+ employees in North America working at our manufacturing sites, distribution centers, research and development labs and offices. We are proud of our mission to lead the paint industry by relentlessly focusing on those who use our products. The values of our company come from the values of our employees, who care about what they do and who their employer is.

The Berkshire Hathaway Code of Business Conduct and Ethics applies to all Berkshire Hathaway companies and thus is reviewed annually by all Benjamin Moore employees. The code instructs our employees to behave honestly and ethically at all times and with all people, to act in good faith, and to engage only in fair and open competition. We are committed to upholding the highest levels of business ethics and personal integrity in all of our transactions and interactions.

We are in the early stages of developing and implementing an enhanced management system

framework of policies, standards, procedures and implementation tools designed to formalize corporate expectations and accountabilities for environment, health, safety and security (EHSS) enterprise-wide. This systematic approach is consistent with broadly recognized international standards and guidelines. We began to roll out the enhanced framework in 2015.

We convened multi-disciplinary groups of subject matter experts, who established expectations and tools to support implementation of enhanced audit management, incident management and contractor management processes. The management system framework helps to drive a systematic approach to environmental responsibility and to maintain the safety and security of our employees and facilities.

PEOPLE

SAFETY

Benjamin Moore makes the health and safety of all employees our number one priority, every day. Our ultimate goal is zero incidents. We are committed to providing every one of our employees with a safe working environment, and all our employees are committed to providing the same for their colleagues.

To that end, we continually review, reevaluate and invest in improving our processes and practices. And we regularly adopt new equipment, processes and procedures to ensure steady progress towards zero incidents.

Commitment to and accountability for personal and process safety begins at the highest levels of our company. That's why we have such a strong emphasis on strengthening our approach to safety leadership. By starting with our leadership, we create alignment and consistency throughout the organization.

In 2015, we launched a new **Safety Leadership Training Program**. Safety Leadership Training sessions were held in Montvale, New Jersey and Johnstown, New York and topics included: Moments of High Influence, Practice of Leadership, Manage by Walking Around (MBWA), Correcting Behavior, The Power of Questions, Managing Safety Suggestions,

Recognizing and Reinforcing Behavior, and Measuring Performance.

MOORE SAFETY MOMENTS

Benjamin Moore actively promotes MOORE Safety Moments, which are simple and informal



conversations regarding safety, health, environment or security issues relevant to our lives and livelihoods. Sharing these moments creates awareness and promotes safe practices at home and at work.

MOORE Safety Moments include advice and tools designed to reinforce safety knowledge and a positive safety culture. They are invaluable opportunities to share personal experiences and communicate knowledge that fosters safe behaviors and practices. The act of sharing a safety moment also allows us to reemphasize the process of stopping and thinking about the task at hand, and asking ourselves, "Is it safe to proceed?"

For example, February is National Heart Month, so our MOORE Safety Moments focus on raising awareness about the warning signs of heart attack, stroke and cardiac arrest as well as providing tips on lowering blood pressure and stress. In the

spring – our busiest season – our MOORE Safety Moments focus on recognizing and avoiding complacency, fatigue, frustration and rushing, which can cause critical errors and increase the risk of injury.

Personal safety messages incorporate both on- and off-the-job information to provide an array of safety and health lessons, tips and habits that assist in promoting safe practices in everything we do. Through MOORE Safety Moments, we continue to transform our culture one moment at a time.

*The Pell City
distribution center
has gone more than
11 years – 4,215 days
and counting – without
a Lost Time Injury!*

(through the end of June 2016)





PEOPLE

Benjamin Moore Core Values

Our core values define who we are and how we conduct ourselves as we work together to achieve our purpose. They are a reflection of our heritage and commitment to honor the legacy of Benjamin Moore while preparing ourselves to compete in the future.

INTEGRITY

Doing the right thing when faced with difficult decisions, acting out of principle, being devoid of hypocrisy or pretense, being authentic and honest with ourselves and others, acting in ways that earn trust, owning our actions and their consequences, and supporting others' interest over just our own.

PASSION FOR EXCELLENCE

Holding ourselves to the highest standards, taking pride in our work and performing with a high degree of dependability and attention to detail, maintaining an uncompromising focus on excellent quality, being nimble, and proactively identifying what we can do to get better every day and then doing it.

COMMUNITY

Valuing relationships, being of service to others, appreciating the importance and interdependence of all of our stakeholders, balancing the needs of our stakeholders, and acting in ways that ensure our mutual long-term success.

ATTAIN RESULTS

Embracing a can-do spirit, separating activity from outcome and relentlessly focusing on achieving results, applying Intelligence, Industry and Integrity to our business while being practical in our innovation, maintaining an openness to new ideas and using facts instead of opinions to make decisions.

UNITY OF PURPOSE AND ACTION

Being steadfast in our commitment to our purpose and business strategy, banding together to compete against the outside world, collaborating with our stakeholders to achieve our goals, and always staying focused on our priorities and rowing in the same direction to achieve long-term success.

EMPLOYEE RECOGNITION

Recognizing our employees at the right time for the right things has a very powerful impact. It's the key to creating the type of workplace we all want (open, agile, bold) and getting the results we need.

In 2015, Benjamin Moore launched the Ambassador Awards, a way for the company to recognize both individuals and teams for their contributions to the overall success of the company. The awards focus on four areas that embody Benjamin Moore's values and culture:

- **Positive Spirit** - looking for ways to support the success of others and the company
- **Full Engagement** - being relentless in improving ourselves and actively listening to others
- **Brand Ambassador** - taking pride in where we work and what we do
- **Excellence in Execution** - bringing the best of who we are to each moment, striving for personal and professional excellence, and always looking for opportunities to improve

The 2015 awards recognized 10 individuals and two teams for a range of accomplishments, including cost savings and improved training programs.

◀ *Technologist Nancy Homyak is a fourth-generation Benjamin Moore associate.*



At the bucolic Research & Development Facility in Flanders, New Jersey, employees regularly meet up for outdoor walks, aligning with the company's focus on employee wellness.

PEOPLE

WELLNESS

Benjamin Moore offers a robust wellness platform. The goals of this program are to:

- ▶ Provide employees with information about their current health status
- ▶ Help them set realistic health improvement goals
- ▶ Provide health management tools and resources to help them reach their goals
- ▶ Reduce health care costs

All full-time employees and their spouses or domestic partners are eligible to participate in the wellness program. Participation allows employees to qualify for preferred medical rates. To qualify for the premium discount, employees and their spouses/partners must complete a health screening and a well-being assessment, and must either be tobacco-free or participate in six coaching sessions.

The program has four levels. Reaching higher levels is rewarded with gift cards. Employees can earn points by participating in individual weekly or one-time challenges, challenges with no end date or team challenges. Life-style management programs are offered on nutrition, stress management, how to transform unhealthy habits, losing weight and quitting smoking.

DIABETES PREVENTION

More than 115 million Americans have diabetes or prediabetes. The disease costs an estimated \$245 billion each year in medical spending, lost productivity and lost wages.

Moore Health & Wellness offers a 16-week program focusing on education, diet and physical activity to help participants prevent diabetes. This program targets those at high risk for type 2 diabetes. Up to 70 percent of those with prediabetes will develop type 2 diabetes without intervention, but most don't even realize they are at risk.

Studies show that for every 1 percent of body weight loss, diabetes risk is reduced by 10 percent. So at its core, this program aims to help participants lose weight.

Webinars provide information tailored to specific risk areas, while one-on-one coaching sessions increase motivation through a more personal connection. When the 16-week program ends, unlimited coaching is available for participants to help them reach their health goals.

AMERICAN HEART ASSOCIATION WALKS

In June 2015, 20+ Pell City employees and family members participated in the Birmingham Heart

Walk, raising over \$1,400 for the American Heart Association (AHA). Throughout the year, Benjamin Moore teams walked in 8 cities across the country. Benjamin Moore matches all donations to AHA and has been an AHA partner since 2014.

SUMMER STEPS CHALLENGE

During the summer of 2015, over 200 employees participated in our Summer Steps Challenge. They walked nearly 30 million steps as part of one of our wellness challenges towards a healthier and happier life.

“Nothing is more important than the health and wellness of our employees, both at work and at home. Leading a balanced and successful life is crucial for the well-being of the company and the individual.”

-Mike Farrell
Director, Benefits