



# SUSTAIN MOORE

2017 CORPORATE RESPONSIBILITY OVERVIEW

Benjamin Moore & Co.

SINCE 1883

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*Welcome to Benjamin Moore & Co.'s second Corporate Responsibility Overview. In the following pages you will find information on Benjamin Moore & Co.'s corporate responsibility activities in the United States and Canada during 2016 and the first half of 2017. Data presented with different dates is clearly indicated. This report was published in October 2017.*

For comments or questions, please contact:  
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# A LETTER FROM CEO MIKE SEARLES



Benjamin Moore & Co.'s employees are the heart and soul of this company. They are creative, talented individuals who, over and over again, amaze me with their ingenuity and their ability to make incredible things happen.

It's because of them that our company had a terrific year in 2016. We achieved the highest percentage increase in gallons sold in over a decade. We also expanded the number of new dealer stores, both in North America and internationally. While this was a huge investment for us, we believe it is critical to maintaining our position as North America's favorite paint, color and coatings brand and a leading manufacturer of premium quality residential and commercial coatings.

This past year, we once again stepped forward with innovative, game changing new products. Century® and Scuff-X® continue Benjamin Moore's legacy of innovation. We also continued to pursue third-party certifications for select paints. For example, Natura® and Ultra Spec® 500 are Cradle to Cradle Certified™ Silver in a number of sheens. We are listening to our customers, who are demanding products that reduce or eliminate negative human health and environmental impacts.

Our employees found ways to make a difference with more than just our products. They do what's right for the environment; they are concerned with each other's safety—both at work and at home; and they care about their communities and our historic heritage. Our distribution center in Clifton, New Jersey, received an award from the New Jersey Department of Environmental Protection for

their outstanding recycling program. Our distribution center in Mesquite, Texas, has gone more than 8.5 years without a recordable incident. And, we announced a new partnership with the National Trust for Historic Preservation that will help renovate seven historic sites across the U.S.

In 2016, we committed to increasing our focus on employee engagement as part of our Strategic Plan – celebrating all our employees do for Benjamin Moore and encouraging them to play an even more active role in our culture. I am pleased to report that our employees told us that as a company we improved in this regard significantly over the course of the year, and that we now dramatically outpace engagement statistics from many of the world's most admired companies. We remain steadfast in making “how we work together” as important as “what we accomplish.”

Because of our employees, Benjamin Moore is a great place to work, one where people can see themselves working for years to come. We are also a great neighbor in communities where our employees live and work. Employees, dealers and our communities are all sharing in this success together. And that's the way I hope it will always be.

Mike M. Searles  
Chief Executive Officer, Benjamin Moore & Co.



PAINT  
—  
PLANET  
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PARTNERSHIPS

# ABOUT BENJAMIN MOORE & CO.

*Benjamin Moore & Co. is North America's favorite paint, color and coatings company. Since our founding in 1883, we've created and sold products that preserve, protect and beautify our homes, buildings and structures.*

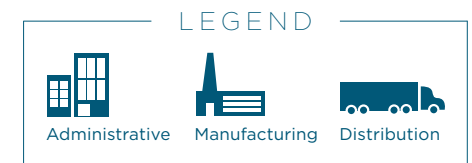
Color, technology, innovation and leadership define Benjamin Moore. For more than a century, our success in these areas has motivated all who work here and continues to inspire and direct our growth today.

With our acquisition in 2000 by Berkshire Hathaway, Benjamin Moore joined a family of companies under the direction of Warren Buffett. Berkshire Hathaway embodies success and is distinguished by brands that shine through the clutter of competition.

More than 5,000 independent retailers in the U.S. and Canada – our primary distribution channel – do more than sell our products. With our help, they provide the service and tools that give customers confidence about their product choices, color selections and their ability to get the best results possible. In 2016, the number of new dealer stores in our North American network grew by 233, and we expanded internationally by 89. All of these new stores were constructed in a visual format we call “Store of the Future.” We also remodeled 236 existing dealers to the Store of the Future format. In 2017, we expect to install Stores of the Future in about 180 new locations and convert another 320 existing locations for a total of 500 stores.



*“The first and most important consideration we each make in life should revolve around what is best for our family.”*  
-Mike Searles  
CEO



## RESEARCH & DEVELOPMENT

Benjamin Moore & Co. continues to be at the forefront of product innovation, with a commitment to research and development unrivaled in the architectural coatings industry. At Benjamin Moore laboratories and manufacturing facilities, our scientists and technicians work tirelessly to exceed the already superior application, quality and environmental performance properties of our products.

Benjamin Moore has eight research and development laboratories at our 80,000 square-foot facility in Flanders, New Jersey, where more than 100 chemists, chemical engineers, technicians and support staff ensure our formulations are best in class. Each lab focuses on a different area of expertise, from evaluating color standards to enhancing high-performance coatings designed for industrial facilities.

Our Technical Center in Flanders is home to some of the best minds in the paint industry. Every day, we challenge this team to apply advanced technologies to solve real world painting challenges. Since 2005, Benjamin Moore has received 39 U.S. patents for innovative products.

In 2017, we introduced a number of new state-of-the-art Benjamin Moore® products – one of which is Century®. With Century, Benjamin Moore continues our long-standing legacy of innovation. Century is a small batch interior paint available in a curated palette of 75 pre-mixed colors – each with unprecedented depth and richness. The convergence of science and craftsmanship in Century produced the first-of-its-kind Soft Touch Matte finish, offering a tactile experience similar to that of a soft leather glove.

Years of research and the commitment of a dedicated team of researchers yielded a formula so intricately balanced, it is only produced in small batches under the careful watch of a specially trained Century craftsman. Century is manufactured in a facility specifically designed to provide the accuracy in color delivery and the specific agitation required for small batch custom manufacturing. This allows the finest quality ingredients to be consistently combined as required to meet the highest paint and color rendering performance standards. Each part of the manufacturing process is closely monitored to ensure that every gallon produced is worthy of the Signed Century Seal on the top of the can.





*“One of Benjamin Moore’s competitive advantages continues to be the entrepreneurial spirit of our independent retailer network. That relationship along with opportunities like NEP, helps to create new retailers today and for generations to come.”*

*-Dan Calkins*

President of Global Sales

## **SUPPORTING NEW ENTREPRENEURS**

Since its inception in 1883, Benjamin Moore & Co. has been dedicated to small businesses and the communities they serve. More and more, consumers are embracing the character and one-on-one interaction of “main street” businesses.

Benjamin Moore’s New Entrepreneur Program is an extension of that foundation, actively seeking new owners to build successful businesses.

Candidates participate in a six- to eight-week comprehensive training program and are provided ongoing tutelage over the life of their business, at no cost to them. Benjamin Moore does not charge a franchise fee nor collect royalties, offering up to \$150,000 in funding allowances. We also provide additional support needed to establish and run the business including site selection, retail, marketing, financial and store operations. From inception to succession, Benjamin Moore works with the new business owner every step of the way.

We are proud to say that when seeking out new retail store operators, military veterans are often a group of interest. Their superior work ethic and drive for success makes them ideal candidates.

ABOUT BENJAMIN MOORE



# PAINT

*Benjamin Moore' & Co.'s prime objective is first-class paint at all times. Skilled craftsmen and chemists apply years of experience to develop our products through a convergence of art and science.*

*The result is paint of impeccable quality with unrivaled richness of color.*



At Benjamin Moore & Co. we create and manufacture our own resins and colorants. Then we take these proprietary ingredients and custom-formulate them to optimize their performance in each one of our products.

Innovation is a key component of our competitive advantage. That's why we formed Spark Teams to champion product development. These teams consist of employees in different functions who work together to investigate the feasibility of a new idea. Cross-functional teams are a part of Benjamin Moore's approach to employee engagement, which encourages connecting with colleagues in pursuit of common goals.

Thanks to some creative thinking within one of the Spark Teams, Benjamin Moore developed Ultra Spec® SCUFF-X® Interior Latex Paint. SCUFF-X is a high performance, one-component interior latex paint featuring superior scuff resistance without the strong odor, pre-mixing, short pot life and application difficulties associated with similar, two-component products.

Benjamin Moore is committed to developing products that are effective and safe and minimize impacts on the environment. Our efforts to reduce volatile organic compound (VOC) emissions and certify select products to third-party standards are cornerstones of our commitment to product stewardship.

## REDUCING VOC EMISSIONS

VOCs are chemicals that, along with oxides of nitrogen and sunlight, create ground level ozone, a major component of smog. Certain VOCs are also harmful when inhaled and may pose indoor air quality concerns.

Benjamin Moore submits many of our interior and exterior paints for third-party emissions testing to ensure they meet or exceed the strict VOC emissions standards set by California's Department of Public Health and

California's Collaborative for High Performance Schools (CHPS). In addition, we manufacture many interior paints that qualify for LEED® v4 credits from the U.S. Green Building Council.

In 2005, with the introduction of our Gennex® patented waterborne colorant system, Benjamin Moore established a foundation for the growth of a greener portfolio of products. Starting with Aura®, which revolutionized the industry with its combination of high performance and low emissions, Benjamin Moore is redefining what is possible.

Overall, Benjamin Moore has been reducing VOC emissions from our paints by reformulating various product lines and discontinuing high VOC product lines. A majority of our architectural coating formulations range from 0-100 grams per liter (g/L) VOC, compared to previous formulations ranging from 100-250 g/L VOC.

Benjamin Moore was the first company in the U.S. to introduce a zero VOC\* waterborne tinting system. Benjamin Moore's lowest VOC paints include Natura®, Aura®, Eco-Spec® WB, Ultra Spec® 500, ben®, Waterborne Ceiling Paint and Regal® Select.

\*Zero-VOC according to EPA Method 24.

*“Supporting cross-functional collaboration is one of the ways we are creating the right conditions for all employees to give their best, contribute to the company's success and enhance their own sense of purpose.”*

*-Glenn Cooper*

VP, Product Development





## ENVIRONMENTAL COMMITMENT & PRODUCT CERTIFICATIONS

Product and third party certifications meet a growing demand from our customers for products that reduce or eliminate negative human health and environmental impacts.

### ASTHMA & ALLERGY FRIENDLY®



The asthma & allergy friendly® Certification Program, administered by the Asthma and Allergy Foundation of America (AAFA) in partnership with the international research organization, Allergy Standards Ltd. (ASL), is an independent program created to scientifically test and identify consumer products that are more suitable for people with asthma and allergies. Natura® is certified asthma & allergy friendly®.

### CRADLE TO CRADLE CERTIFIED™



The Cradle to Cradle Certified™ Product Standard guides designers and manufacturers through a continual improvement process that looks at a product through five categories: material health, material reutilization, renewable energy and carbon management, water stewardship, and social fairness. A product receives an achievement level in each category — Basic, Bronze, Silver, Gold or Platinum — with the lowest representing the product's overall mark.

Product assessments are performed by a qualified independent organization trained by the Cradle to Cradle Product Innovation Institute, a nonprofit organization that manages the certification program. Every two years, manufacturers must demonstrate good faith efforts to improve their products in order to have their products recertified.

<sup>1</sup> Colorants are not part of the certification since they are not end products.

The U.S. Environmental Protection Agency recognizes the Cradle to Cradle Certified™ Product Standard as a top-tier standard on its new list of recommendations of standards and eco-labels. The list is intended to help Federal agencies engage in sustainable purchasing.

In 2016, Benjamin Moore's Ultra Spec® 500 Waterborne Interior Paint (base formulation only for Flat, Low-Sheen, Eggshell, Semi-Gloss, Gloss and Primer) and Natura® (base formulation only for Primer, Flat, Eggshell, Semi-Gloss and Pearl) were recertified<sup>1</sup>. Having achieved Silver Certification, these products can qualify for the ingredient optimization credit under LEED v4.

### DECLARE AND THE LIVING BUILDING CHALLENGE

The Living Building Challenge Imperative 11 requires manufacturers to disclose the ingredients in their products to show they are free of "red list" chemicals and materials. The red list represents the "worst in class" materials, chemicals and elements known to pose serious risks to human health and the environment as defined by the Green Building Alliance. Declare supports the Living Building Challenge by providing a transparent materials database that project teams can select from to meet Imperative 11. A complete list of ingredients ensures that project teams are specifying materials that are red list-free or comply with a red list exception.

Declare provides consumers with easy-to-understand information regarding raw materials and source location. The Declare database features seven Benjamin Moore products:

- Sure Seal® Latex Primer Sealer
- Ultra Spec HP® Acrylic Metal Primer HP04
- Ultra Spec® 500 Interior Primer N534
- Ultra Spec® 500 Interior Flat Finish N536
- Ultra Spec® Exterior Flat Finish N447
- Ultra Spec® Exterior Satin Finish N448
- Ultra Spec® Exterior Gloss Finish N449

## GREEN SEAL



Green Seal is a nonprofit organization founded in 1989 to safeguard the health of people and the planet. Green Seal provides science-based environmental certification standards to help manufacturers, purchasers and

consumers make responsible choices that positively impact business behavior and improve quality of life. Thousands of products and services in over 390 categories have been certified to meet Green Seal standards.

Natura is certified to Green Seal's G-11 standard for paints, coatings, stains and sealers. GS-11 establishes performance criteria for products and helps protect air quality, health and the environment by prohibiting harmful chemicals, limiting VOC content for base paint and colorants, and requiring consumer education measures regarding proper use, recycling and disposal. GS-11 sets limits on the level of VOCs in both base paint and colorants, thereby ensuring that even a heavily tinted paint will still contain a low level of VOCs.

## LEED®

The U.S. Green Building Council (USGBC) is committed to transforming the way buildings are designed, constructed and operated through LEED, the leading third-party verification system for sustainable structures around the world. LEED, or Leadership in Energy and Environmental Design, is a certification program for buildings and communities that guides their design, construction, operations and maintenance toward sustainability. It is based on prerequisites and credits that a project meets to achieve a certification level: Certified, Silver, Gold or Platinum.

Using Benjamin Moore paints and coatings can now contribute up to five credits under LEED's newest standard, v4. For example, to earn maximum LEED

credits as a low-emitting interior material, flat paint must meet a VOC level of 50 g/L or less (100 g/L or less for non-flats) as well as be emissions-certified. A number of Benjamin Moore products are formulated to meet the VOC criteria and are emissions certified.

LEED v4 also awards two transparency credits for construction projects that use materials for which ingredients and formulas are disclosed for their effect on health and the environment. The two credits are for ingredient disclosure and ingredient optimization. Health Product Declarations (HPDs) for all core products are available on Benjamin Moore's website. HPDs disclose the chemical profile of a product, including both hazardous and non-hazardous ingredients, using the format of the HPD Open Standard, a voluntary, stakeholder consensus standard for reporting building product content and associated health information. A product Cradle to Cradle Certified™ at the Silver level qualifies for both ingredient disclosure and ingredient optimization credits under LEED v4.

Two additional credits are available for products with an Environmental Product Declaration (EPD). An EPD provides a way of communicating the results of a life cycle assessment (LCA) in a standardized format. The American Coatings Association and the U.S. coatings industry have developed a standardized format for measuring the environmental impacts of architectural paint based on a defined set of criteria. Benjamin Moore expects to have EPDs available soon for a few products. A third party has completed the LCA phase for those products. Another third party is conducting the EPD verification for final certification as required under the EPD standard.



**MASTER PAINTERS INSTITUTE (MPI)  
GREEN PERFORMANCE® STANDARD**

The MPI Green Performance Standard was established to challenge the thinking that VOC level alone should determine a “green” coating. Paints approved under MPI’s Green Performance Standard provide performance and durability equal to their conventional counterparts; have eliminated or contain only trace quantities of various undesirable chemical components, such as phthalates; and have reduced VOC levels. MPI’s X-Green standard is their latest and it requires emission certification in addition to the requirements of MPI Green Performance. Many of Benjamin Moore’s products are approved under MPI’s X-Green Performance Standard.

*“Earning third party certifications for products like Natura is an essential part of our strategy while helping us communicate our enduring commitment to the health, safety and well-being of our customers, our employees and our planet.”*

*-Christian Connelly*  
VP, Brand and Product Strategy





# PEOPLE

*The best characteristic of Benjamin Moore & Co. employees is their constant drive to know more and achieve more. Not surprisingly, that commitment to excellence is reflected in every action we take and every relationship we nurture.*

Benjamin Moore & Co. has 1,700+ employees in North America working at our manufacturing sites, distribution centers, research and development labs and offices. Our employees care about what they do and visibly show their MOORE Pride.

As a company and as individuals, we are committed to upholding the highest levels of business ethics and personal integrity in all of our transactions and interactions. The Berkshire Hathaway Code of Business Conduct and Ethics applies to all Berkshire Hathaway companies and 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.

# OUR VALUES

Our core values of Openness, Integrity, Community, Excellence and Safety define who we are and how we conduct ourselves. They reflect our heritage and commitment to honor the legacy of Benjamin Moore while preparing ourselves to compete in the future.

## OPENNESS

- We create a culture of openness and collaboration.
- We embrace a positive “can-do spirit”.
- We believe in our future and we build now with that future in mind.
- We listen to each other and encourage new and different ideas.

## INTEGRITY

- We do the right thing, even when no one is looking.
- We are our true selves at work and are honest with ourselves and each other.
- We are trustworthy and we trust others, believing that our teammates act with good intent.
- We respect all people and treat them with dignity.

## COMMUNITY

- We are committed to being of service to others.
- We take pride in our Benjamin Moore family.
- We appreciate the interdependence of all our stakeholders.
- We are steadfast in our commitment to our purpose, which is to steward a sustainable organization that enriches the lives of our people and communities for generations to come.

## EXCELLENCE

- We are dependable with an uncompromised focus on quality and results.
- We are committed to innovation and continuous improvement, identifying what we can do that’s new or better for our customers and our associates.
- We celebrate taking good risks even when they might not yield success.
- We are steadfast in executing the core pillars of our Business Strategy.

## SAFETY

- We place the well-being of our associates above profit, quality, and service.
- We hold each other accountable for safety, ensuring every associate’s safe return home at the end of each day.
- We work together to create and maintain the safest and most sustainable workplaces and communities.

*“Our senior leaders are committed to the culture defined by a strong value system and continuous thoughtful effort towards making Benjamin Moore a great place for great people to do great work.”*

*-Keri Fleming*

CHRO and SVP, Human Resources



## EMPLOYEE ENGAGEMENT

In 2015, Benjamin Moore & Co. conducted a formal employee engagement survey. Based on the results of the initial survey, we embarked on a journey to increase employee engagement at all levels of the company.

Our second survey in 2016 had a response rate of 84 percent (an increase in 8 percentage points from 2015) and showed improvement in a number of areas. Through trust and respect, collaboration and openness, we improved significantly when comparing to CEB's<sup>2,3</sup> global High Performing norm, with 29 percent of items at or above the norm in 2015 and 66 percent of items at or above the norm in 2016.

In 2016:

- 88 percent of our employees envisioned working for Benjamin Moore 12 months into the future.
- 87 percent were proud to work for Benjamin Moore.
- 83 percent could see a clear link between their work and the company's goals and objectives.
- 81 percent were proud of the company's involvement in the community.

We have committed to surveying a third time in the fall of 2017 and we are dedicated to continuous improvement. Based on the results, we will determine the shape of our efforts over the next several years.

*“It’s great to see Benjamin Moore leadership so passionately committed to employee engagement and customer satisfaction! We have made lots of progress together over the past year and I am confident this trend will continue.”*

*-Anonymous*  
2016 Employee Survey

<sup>2</sup>Gartner has acquired CEB, the industry leader in providing best practice and talent management insights.

<sup>3</sup>CEB's High Performing benchmark is a norm made up of employees who work for firms recognized by Fortune Magazine as being among the "100 Best Companies to Work For" and "100 Most Admired Companies."



2016 Ambassadors and their guests celebrate alongside members of the Benjamin Moore Corporate Leadership team.

## 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 (engaged, open, agile, bold) and getting the results we need.

Benjamin Moore & Co. launched the Ambassador Award Program in 2015 as a way for the company to recognize both individuals and teams for their contributions to the overall success of the company.

In the second year of this program, the number of nominations for an Ambassador Award grew by 15 percent. Nominations are reviewed by a committee composed of representatives from each team in the organization. In 2016, we celebrated the second class of award winners – seven individuals and one team – for their contributions and achievements.







## PROFESSIONAL DEVELOPMENT

Benjamin Moore & Co. is proud to offer employees opportunities to further their education and careers. We recognize the importance of providing professional development opportunities for staff at all levels.

Throughout 2017, we are concentrating on two broad leadership competencies: Directing work and developing talent. We are sponsoring workshops and programs on coaching for results, effective delegation and leading across generations.

During 2016, we provided more than 30,000 hours of training to our employees. We covered a wide variety of topics, including four Leadership Foundation training modules. The first module focused on the basic principles for building trust:

- Focus on the situation, issue or behavior, not on the person.
- Maintain the self-confidence and self-esteem of others.
- Maintain constructive relationships.
- Take initiative to make things better.

- Lead by example.
- Think beyond the moment.

Subsequent modules addressed giving feedback, staff development and recognizing successes.

Individual sites also look for ways to further education. Last year, the Flanders, New Jersey, site began developing cross training opportunities. Through career development discussions, chemists identify areas they are interested in learning more about, then are connected across labs to develop co-projects. Through this program, employees are able to teach one another best practices, obtain a more diverse understanding of how to develop our products and, best of all, achieve improved communication and relationships.

## SUPPLY CHAIN ACADEMY

Benjamin Moore's Supply Chain Academy provides employees with the training and study materials needed to become certified in their area of specialty. One of the relevant certifications is Certified Professional in Supply Management (CPSM) by the Institute for Supply Management (ISM). Certification requires successful completion of three exams and satisfaction of time in profession requirements.

In 2016, 31 Benjamin Moore supply chain personnel from across the company participated in two full-day training sessions on the Principles of Supply Management. Of the 31 participating employees, seven have passed all three exams and have been certified. The balance of the class is working on taking/retaking exams.

During 2016, 61 supply chain employees also participated in three cross-functional learning programs facilitated by SCM World, a cross-industry learning community: Current & Future Leaders, Thought Leadership, and the Masters Curriculum. Topics included customer centricity, supply chain risk, talent and transformation, sustainability,

and supply chain integrity. Overall program completion rate by the selected Benjamin Moore personnel was over 90 percent, a record for SCM World among their participating companies.

## INTERNSHIP PROGRAM

Benjamin Moore hosts interns at various locations. Last summer, Benjamin Moore hosted 12 interns spanning the HR, Quality Assurance, Color Innovation & Design, Pricing, Marketing, Retail, Sales, Legal, IT and Supply Chain Management departments. This intern class, composed of eager rising college sophomores and juniors, made great efforts to learn the business and contribute to the teams they were supporting.

The Internship Program began in June with a luncheon hosted by CEO Mike Searles, where the interns learned about our company's unique mission and values. The interns then had the opportunity to meet with Milford Distribution Center Manager Scott Kaplan, who provided a glimpse into the critical work involved in shipping products to our dealers across North America. A highlight of the internship program was a trip to our Flanders facility, where the group learned about color technology and the essential components that make our products superior in the paint industry.





## SAFETY

Benjamin Moore & Co. makes the health and safety of all employees our number one priority, every day. 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.

Our ultimate goal is zero incidents. To that end, we continually review, reevaluate and invest in improving our processes, procedures, equipment and training programs. We are implementing an enhanced management system framework of policies, standards, practices 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 also continue to promote Moore Safety Moments, which are simple, informal conversations about safety, health, environmental or security issues. Moore Safety Moments include advice and tools designed to reinforce safety knowledge and promote a positive safety culture.

We launched a Safety Video campaign designed to help deepen the understanding with our employees that safety is the number one priority with Benjamin Moore Leadership. Leaders took advantage of the opportunity to share personally what safety means to them: coming home to a loved one, enjoying time with friends and family, being proud of helping employees arrive home safe at the end of every work day. The campaign was extremely well received.

When it comes to a transportation incident involving hazardous materials, seconds count and so does preparation. Benjamin Moore supports employees who volunteer with TRANSCAER® (Transportation Community Awareness and Emergency Response). TRANSCAER provides valuable, life-saving training to emergency responders throughout North America to better prepare and more effectively handle transportation incidents involving hazardous materials.

Mike Stephenson, Corporate Health and Safety Manager, who currently serves as the New Jersey State TRANSCAER Coordinator, was selected as the recipient of the 2016 TRANSCAER® Chairman's Award, presented in recognition of his consistent service to the TRANSCAER® mission.

*“Our people are our most valuable asset. If one them is injured then we all feel that pain.”*

*-Mike Searles*

CEO



To share essential safety skills with the entire family, the SafeStart tool kit includes a set of videos geared towards children and young drivers. We brought the Boo Boo Bandits video and game to Clinton Elementary School in Clinton, Massachusetts, in early 2017 inspiring the children to take an interest in safety

## THE SAFESTART® JOURNEY

We introduced the SafeStart<sup>4</sup> safety training process in late 2015 and have committed to implementation in all of our plants and distribution centers by the end of 2018. When safety awareness is up, injuries are down — that's the powerful concept at the heart of SafeStart training.

SafeStart takes safety awareness to the next level by reinforcing knowledge with practical techniques that help our employees stay more alert to risk all day, every day, anywhere – at work and at home. The focus is on raising awareness of one's surroundings and teaching critical error reduction techniques to avoid injuries. The skills taught by SafeStart are designed to help efficiently minimize mistakes and errors on the job, at home and on the highway. Improved awareness is then maintained over the long term with a variety of effective sustainability measures.

Successful implementation of SafeStart is expected to reduce injuries, improve communication, increase positive attitudes, increase peer-to-peer intervention and reduce accidental equipment damage.



*Our Mesquite Distribution Center was awarded the Benjamin Moore Vice President's Safety Award having achieved 3,100 days and counting without an OSHA recordable injury. That's more than 8.5 years!*

<sup>4</sup>SafeStart is a registered trademark of Electrolab Limited.

## WELLNESS

We offer a robust wellness platform called Moore Health and Wellness. The goals of this program are to:

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

Engaging employees with their health and enabling employees to work together towards a common goal – changing lifestyle and behavior to prevent illness and promote health and well-being – are keys to the success of our program.

All full-time employees and their spouses 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 must complete a health screening and a well-being assessment, and must either be tobacco-free or participate in six coaching sessions. The number of Benjamin Moore employees and their spouses getting physical exams is greater than 75 percent, significantly above the business environment average of 40-50 percent.

The Moore Health and Wellness program has four levels. 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. In 2016, we began offering yoga at our Montvale headquarters and subsidizing on-site and local Weight Watchers® programs.

## 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.

The Moore Health and Wellness program offers a 16-week program called Revive, which focuses 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 – 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. 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 program ends, unlimited coaching is available for participants to help them reach their health goals.

In only its second year, we have seen a dramatic increase in enrollment in this program – more than twice as many participants in 2016 as in 2015.

## AMERICAN HEART ASSOCIATION WALKS

In 2016, Benjamin Moore employees and family members participated in the American Heart Association (AHA) annual Bergen/Passaic (New Jersey) Heart Walk and raised \$6,085. Benjamin Moore provided a double match, bringing the total raised to \$18,255. Benjamin Moore has supported AHA since 2014.

## SUMMER STEPS CHALLENGE

During the summer of 2016, employees took part in the Summer Steps Challenge. Teams “walked” from Montvale, New Jersey, to Orlando, Florida (138M steps/65,783 miles).





# PLANET

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*Benjamin Moore & Co. employees are engaged in environmental stewardship at work and in the community. We are committed to minimizing our impacts on the planet as well as nurturing the plants and animals living around us.*

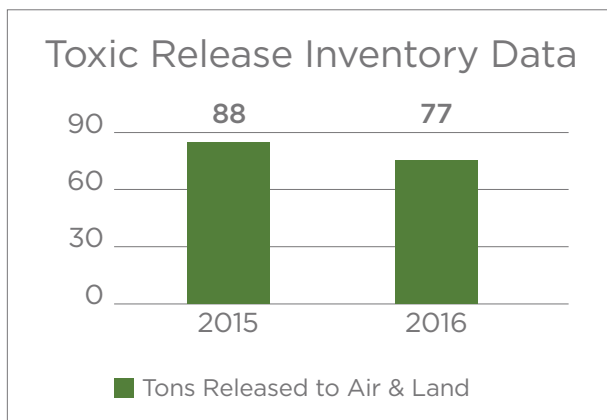
Benjamin Moore & Co.'s comprehensive system of environmental management extends through the entire life cycle of product innovation, development, production and disposal. We manage energy and water use, air emissions and waste generation - all in an effort to run our facilities in the most efficient manner possible. We also protect the species and habitats that call our sites home.

## COMPLIANCE

Our activities in manufacturing and distributing paints and coatings are subject to various environmental, health, safety and transportation (hazardous materials) regulations. Benjamin Moore reports significant violations of these regulations - those resulting in fines of \$5,000 or more and/or in an impact to the environment (we do not report administrative violations). In 2016, we had no significant regulatory violations.

The U.S. Environmental Protection Agency (EPA) requires certain industries to report annual releases to the environment of listed chemicals (referred to as Toxic Release Inventory, or TRI, Emissions). The releases are reported as emissions to air or water, or off-site transfers through recycling, energy recovery, treatment or disposal. This information is compiled in the Toxics Release Inventory and made publicly available through EPA's website.

For 2016, Benjamin Moore reported 77 tons of total TRI releases from five manufacturing plants. This represents a 14.6 percent reduction from our 2015 TRI releases. In 2016, 13 percent of the total TRI releases were to air and 87 percent were off-site transfers. All emissions and off-site transfers were in conformance with federal, state and local regulations.



*“Our employees are proud of the work we do, always looking for ways to do things better, because it is the right thing to do for ourselves, our communities and the environment.”*

*- Barry Chadwick*  
Executive VP, Operations

## WASTE MANAGEMENT

Benjamin Moore & Co.'s manufacturing and distribution facilities generate wash water and solvent (from paint mixing operations), caustic cleaning solution (from resin operations), scrap metal, cardboard and plastic wrap. Our employees are constantly looking for ways to reduce waste at the source and increase reuse and recycling.

Our largest waste stream is latex paint waste and wash water (non-hazardous waste), which was 54 percent of our total waste disposed of in 2016. This waste stream is generated from cleaning latex paint equipment.

In addition to managing waste at our facilities, we partner with the American Coatings Association (ACA) and the Canadian Paint and Coatings Association (CPCA) to find ways to improve the management of leftover paint by our customers. The ACA created a nonprofit organization called PaintCare to manage an industry-wide program to collect leftover paint for reuse, recycling or safe disposal. PaintCare operates in states with paint stewardship laws. Product Care is a not-for-profit industry association that manages product stewardship programs for household hazardous and special waste products on behalf of its members across Canada. Benjamin Moore is a contributing board member of PaintCare and Product Care. Our shared goal is to continue to expand the breadth of these models so that all post-consumer paint is handled effectively and in an environmentally responsible manner.

## CLIFTON DISTRIBUTION CENTER'S RECYCLING AWARD

The Clifton Distribution Center is Benjamin Moore's largest distribution center, shipping out upwards of 100,000 gallons of paint per day. Warehouse employees are trained on all aspects of the site's recycling program and the key role they play in waste stream segregation, labeling and safe material handling.

That training has paid off. The New Jersey Department of Environmental Protection Bureau of Energy and Sustainability presented Clifton with the 2016 award for Outstanding Achievement in Recycling by a Business. The award was received in 2016, based on material recycled during 2015.

In 2016, Clifton recycled about 160 tons of wooden pallets, 33 tons of corrugated cardboard and shrink wrap, 10 tons of crushed metal cans and 206 tons of unused paint. A recycling program for steel cans was introduced at the facility in late 2015, which allows the site to crush cans from the new robotic color tint machine. Crushing the cans squeezes out any liquids so that the cans can be recycled as scrap metal.



## ENERGY MANAGEMENT

Benjamin Moore & Co. uses electricity for lighting, operations and processing; natural gas for heating; and diesel for our fleet of trucks. Moving towards greater energy efficiency and seeking alternative energy options makes good business sense and helps us reduce greenhouse gas emissions. In 2016:

- The Concord Distribution Center replaced all interior and exterior lights with LED bulbs, added programmable thermostats to control heating, and installed large fans to circulate heat and move warm air down during the colder months.
- The Orlando Distribution Center updated lighting, cutting their energy bill by 40 percent.

Our Flanders research and development facility hosts a 1.7 megawatt solar array for Constellation Energy Resources. Benjamin Moore purchases the electricity generated by the system under a 20-year power purchase agreement. The solar array was installed in 2010 and is one of the largest ground-mounted, on-site, behind the meter solar power systems in the state of New Jersey. The system generates more than 2.4 million kilowatt hours of electricity annually and provides about 70 percent of the facility's annual electricity needs.

## SUSTAINABLE TRANSPORTATION



Benjamin Moore has 125 branded trucks in our delivery fleet. Over the last four years, we have optimized loads and streamlined routes, all while providing stellar service to our growing retailer network and customers. All new trailers are now being equipped with aerodynamic features and our newer trailers with idle restrictors. These efforts translate into better fuel efficiency, reduced costs and fewer greenhouse gas emissions.

Since becoming a truck carrier member of EPA's SmartWay® program in 2009, Benjamin Moore has saved \$2.9 million and more than 929,250 gallons of fuel. That's more than 9,605 metric tons of carbon dioxide avoided, which is equivalent to the emissions from 2,029 passenger vehicles driven for one year.<sup>5</sup>

EPA's SmartWay program is a public-private initiative to reduce greenhouse gas emissions and air pollution created by freight transportation in corporate supply chains. SmartWay aims to accelerate the availability, adoption and market penetration of advanced fuel-efficient technologies and operational practices in the freight supply chain, while helping companies save fuel, lower costs and reduce adverse environmental impacts.

<sup>5</sup> EPA Greenhouse Gas Equivalencies Calculator ([www.epa.gov/energy/greenhouse-gas-equivalencies-calculator](http://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator))





## BIODIVERSITY

Benjamin Moore & Co. facilities are spread across North America and occupy hundreds of acres. Our employees work to protect the wildlife that call our sites home and preserve their habitats. We do this by hosting cleanup events, planting pollinator gardens, building birdhouses and educating local school children about the importance of nature.

### PARTNERSHIP WITH THE WILDLIFE HABITAT COUNCIL

The Wildlife Habitat Council (WHC) is a nonprofit group of corporations, conservation organizations and individuals dedicated to restoring and enhancing wildlife habitat. WHC's Conservation Certification Program recognizes commendable wildlife habitat management and environmental education programs at individual sites. Programs that have achieved WHC Conservation Certification are given one of the following designations: Certified, Certified Silver or Certified Gold. The tier system was established to recognize levels of achievement and encourage improvement.

Two Benjamin Moore locations – the R&D center in Flanders, New Jersey, and the manufacturing facility and distribution center in Pell City, Alabama – are certified with WHC. The wildlife teams at these sites manage a total of 67 acres by providing habitat for native birds and pollinators and removing invasive species.

The Flanders site was re-certified to the Silver level in December 2016. The employees at Flanders, the Wildones, are working on a butterfly/hummingbird garden. They have also added new birdhouses and revitalized existing Purple Martin birdhouses.



Our Pell City manufacturing plant has maintained WHC certification since 2005 and is due for re-certification in December 2017. In the fall of 2016, Pell City's wildlife team hosted 27 junior and senior students from Pell City High School's Environmental Science Club for an "Outdoor Classroom," where they sampled and identified flora and fauna from the on-site wetland areas. The class was led by Dr. George Cline from Jacksonville State University and Professor James Skillman from Gadsden State University.

In 2016, Pell City began a partnership with the Logan Martin Lake Protection Association and registered Fishing Creek, which runs through the site's property, on Alabama Waterwatch.





## PARTNERSHIPS

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*Benjamin Moore & Co. employees are proud of our investment in local communities. We take the company's purpose to heart: To steward an organization that enriches the lives of our people and communities for generations to come.*

Our North American philanthropy program, GIVING MOORE, unites donations of paint, employee volunteer hours and financial contributions through GIVING MOORE, a Foundation of Benjamin Moore & Co., a 501(c)(3) organization. The program focuses on:

- Building sustainable communities through education programs that teach architecture, interior design, trade skills, science, technology and engineering.
- Building partnerships that reintegrate veterans into their local communities and support families in need.
- Fostering and preserving the value of communities and historic architecture through the use of sustainable coatings.

In 2016, Benjamin Moore donated more than 3,500 gallons of paint totaling nearly \$100,000, and the GIVING MOORE Foundation donated more than \$135,000 to various charitable organizations. From 2012 to 2016, Benjamin Moore and the GIVING MOORE Foundation together have donated more than \$1.1 million.

Each Benjamin Moore facility supports local programs that strengthen community ties. Beneficiaries of local charitable efforts include first responders, educational and youth initiatives, environmental conservation, community food banks and disaster relief programs. Through our Employee Double Matching Gift program, Benjamin Moore personnel can provide additional individual support for the nonprofit organizations of their choice. Examples of local giving include:

- Food Drives: To honor the holiday season, the Orlando Distribution Center team collected food for the local Salvation Army. Every employee participated, and the team collected 300 pounds of food.
- Toy Drives: For 18 years, Benjamin Moore

employees have been supporting the Bergen (New Jersey) Volunteer Center's holiday toy drive, helping local families in need. As part of their 50th Anniversary Gala in November 2016, the organization presented Benjamin Moore with the Partner in Service Award.

- Disaster Relief: Benjamin Moore is supporting the American Red Cross (ARC) and their rebuilding efforts in Baton Rouge, Louisiana, following major flooding that occurred in the area late last year. Benjamin Moore donated paint to the ARC and its local partners to repair the homes of 10 senior citizens.

## BUILDING SUSTAINABLE



*“Our employees tell us working here is more than a job. Employees across the company are focused on the good we can do for others.”*

*-Jeannie West*

Director of Human Resources

## COMMUNITIES THROUGH EDUCATION

Benjamin Moore supports a number of education initiatives, including scholarships and color and design education.

### AIA'S ARCHITECTS FOUNDATION

Benjamin Moore's GIVING MOORE Foundation partners

#### Architects Foundation

with the American Institute of Architects' Architects Foundation to provide scholarships to students working towards their degree in

an architectural program accredited by the National Architectural Accrediting Board. Since 2015, GIVING MOORE has donated \$100,000 to support five scholars.

Additionally, Benjamin Moore hosted 2017 scholar Leslie Epps and her mother Chris Jones at the AIA Conference in Orlando, Florida. Leslie and Chris were given a personal tour of the show by the AIA Board President and attended many VIP events, the most exciting of which was a keynote session featuring former First Lady Michelle Obama, who has been much admired by the Epps/Jones family over the past decade.

### AMERICAN SOCIETY OF INTERIOR DESIGNERS

Benjamin Moore sponsored the American Society of Interior Designers (ASID) 2017 Student Portfolio Competition. The competition evaluates all aspects of a student's work, from how the student thinks to their record of achievement. Finalists work with professionals to polish their resumes, portfolios and presentation skills, culminating in a presentation at SCALE: The ASID National Student Summit. Our GIVING MOORE Foundation is also recognizing the efforts of these young designers, providing \$12,500 in scholarships to the grand prize winner and three runners-up.

## COMMUNITY OUTREACH

As part of our commitment to the public at large, Benjamin Moore is proud to assist a number of community outreach programs that support those in need.

### DESIGN ON A DIME

Benjamin Moore had the pleasure to again sponsor and participate in the annual Design on a Dime event, which celebrates New York and amazing design in an effort to raise funds to end AIDS and homelessness. The three-day event features interior designers and brands who use new, donated merchandise to create vignettes that are then sold at discounted pricing. Proceeds from Design on a Dime fund Housing Works' wraparound services and supportive programs for New Yorkers living with and affected by HIV/AIDS. In 2017, \$1.1 million was raised.

### DINING BY DESIGN

Held annually in March, DIFFA (Design Industries Foundation Fighting AIDS) invites local and international designers to transform a raw space into a showcase of over-the-top dining environments for its annual fundraiser for HIV/AIDS—Dining by Design. The event features table-scapes from almost 40 designers, architects, manufacturers and retail brands.

Benjamin Moore continues to be a proud sponsor of this event that brings the design community together for a worthy cause. For this year's table installation, we turned to our brand-new product Century, the world's first Soft Touch Matte finish paint. Utilizing Century's never-before-seen depth of color and a soft touch finish as inspiration, Benjamin Moore's Creative Director Ellen O'Neill designed this year's table with a variety of rich, vibrant color and touch-worthy texture.



Scholarship recipient Leslie Epps (center) stands with James Walbridge (left), AIA – Architects Foundation Scholarship Chair and Jeff Potter (right), FAIA – Architects Foundation President, at the annual AIA Conference on Architecture.

## YOUTHBUILD



Together, Benjamin Moore and our GIVING MOORE Foundation partner with

YouthBuild programs in the United States through in-kind and monetary donations. In local YouthBuild programs, low-income young people work towards their high school diplomas or equivalent and learn basic construction and job-related skills while building affordable housing and other community assets. Additionally, YouthBuild's Green Initiative provides the training and support to build green homes, including ones that are LEED® rated.

The GIVING MOORE Foundation provided a \$25,000 grant to YouthBuild to support several of the organization's programs, including those in Newark, New Jersey; Pomona, California; and Schenectady, New York.

In 2017, Benjamin Moore expanded our MoorePride @ Work program by hosting YouthBuild students and introducing them to potential careers within Benjamin Moore. Participating sites include manufacturing and logistics sites in Johnstown, New York; Newark and Clifton, New Jersey; Milford, Massachusetts; and Pomona, California. The idea originated with a successful pilot conceived by our logistics team in Landover, Maryland.



Students from YouthBuild Newark raise their personalized paint cans celebrating a successful trip to the Benjamin Moore Newark manufacturing facility.



*“Community outreach is very important, especially what Benjamin Moore is doing for various communities across the country. ...A great Benjamin Moore employee is engaged, cares about their job, and cares about the community they live in.”*

*- Mike Farrell*  
Director of Benefits



Home dedication ceremony for U.S. Marine Corps Gunnery Sgt. Guillermo Tejada (Ret.): The smart home was built in about 10 months and includes dozens of special features, all controlled by an iPad or iPhone. Tejada's new specially adapted home will allow him to live more independently and comfortably with his family.

## SUPPORTING VETERANS

Benjamin Moore is proud to support our nation's veterans through partnerships that reintegrate veterans into their local communities and support families in need.

### GARY SINISE FOUNDATION



GARY SINISE  
FOUNDATION

Benjamin Moore is the official paint provider of the Gary Sinise Foundation (GSF), a nonprofit organization dedicated to helping wounded heroes increase their mobility and reclaim their self-reliance, and its R.I.S.E. (Restoring Independence Supporting Empowerment) program. From the inception of the partnership through June 2017, Benjamin Moore has helped GSF welcome home 15 severely wounded heroes to their new specially adapted smart homes.

The largest in-kind recipient of Benjamin Moore products, GSF has received nearly 3,000 gallons of paint over the last two years.

Representatives from Benjamin Moore and the local dealer supplying the paint are invited to participate in each home dedication ceremony and represent the company.

## THE MISSION CONTINUES

In 2016, Benjamin Moore & Co. provided The Mission Continues (TMC) with 730 gallons of paint. Benjamin Moore is the paint sponsor for the Platoon Leader and Fellowship Orientation service projects of TMC, a national nonprofit organization that empowers veterans to find purpose through community impact.

During 2017, attendees of TMC orientations are participating in a service project in one of four host cities (San Diego, California; Denver, Colorado; Boston, Massachusetts; Houston, Texas), which vary from painting beautiful murals to creating play spaces such as hopscotch and basketball courts.



*Chetkeila Greene is one of two GIVING MOORE-sponsored TMC Fellows. A recent college graduate with a degree in Interior Design, Chetkeila is working with Rebuilding Together Houston during her fellowship.*



*Veterans and volunteers from The Mission Continues "Mass Deployment" in Atlanta, Georgia*

Our GIVING MOORE Foundation is also supporting two of the organization's Fellows in 2017 as they work towards expanding their professional development. We are proud of these TMC Fellows as they translate their military-based skills into community service through volunteerism; network with community groups and companies; and adjust to post-military life through a renewed commitment to service at home.

Benjamin Moore is also the proud sponsor of TMC's Mass Deployment, supplying hundreds of gallons of paint as TMC veterans transformed some of Atlanta, Georgia's most challenging neighborhoods in June 2017.



*Benjamin Moore volunteers work alongside veterans with The Mission Continues at the organization's Charlie Orientation in Boston*

## PRESERVING ARCHITECTURAL HERITAGE

Benjamin Moore & Co. is proud of its role in preserving America's architectural heritage. Through local and national partnerships, we are able to help maintain these treasures to be enjoyed for generations to come.

### NATIONAL TRUST FOR HISTORIC PRESERVATION



In 2017, Benjamin Moore proudly announced a new partnership with the National Trust for Historic

Preservation that will result in repainting seven historic sites across the U.S.:

- Brucemore in Cedar Rapids, Iowa
- The Shadows in New Iberia, Louisiana
- The President Woodrow Wilson House in Washington, D.C.
- President Lincoln's Cottage in Washington, D.C.
- Lyndhurst Mansion in Tarrytown, New York
- Chesterwood in Stockbridge, Massachusetts
- Cliveden in Philadelphia, Pennsylvania

### MANSION IN MAY

For the second year in a row, Benjamin Moore was the exclusive paint sponsor for Mansion in May Designer Showhouse and Gardens, the signature fundraising event of the Women's Association for Morristown Medical Center. Proceeds from the 2017 fundraiser benefited the Center for Nursing Innovation and Research at Morristown Medical Center.

For this year's Mansion in May fundraiser at Alnwick Hall in Morris County, New Jersey, Benjamin Moore donated 415 gallons of interior paints, stains and specialty coatings for more than 45 New Jersey- and New York-based interior designers to restore and decorate the magnificent mansion. Mansion in May visitors experienced more than 45 restored interior design spaces and 17 freshly landscaped gardens.

The showhouse, also known as the Abbey, is a rare and largely unaltered survivor of "Millionaires' Row," the stretch of Madison Avenue between Morristown and Madison, which was lined by large and elegant estates during the Golden Age.



*As part of our collaboration with the National Trust for Historic Preservation, Benjamin Moore has donated 125 gallons of paint to date for projects at Lyndhurst in Tarrytown, New York. Overlooking the Hudson River, Lyndhurst is one of America's finest Gothic Revival mansions. Its noteworthy occupants included former New York City mayor William Paulding, merchant George Merritt and railroad tycoon Jay Gould.*





